

Public Document Pack

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12 March 2021

Cabinet

A virtual meeting of the Cabinet will be held at **2.30 pm on Tuesday, 23 March 2021.**

Note: In accordance with regulations in response to the current public health emergency, this meeting will be held virtually with members in remote attendance. Public access is via webcasting.

The meeting will be available to watch live via the Internet at this address:

<http://www.westsussex.public-i.tv/core/portal/home>

Agenda

- | | | |
|---------|----|--|
| 2.30 pm | 1. | <p>Declarations of Interest</p> <p>Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting.</p> |
| 2.35 pm | 2. | <p>Minutes (Pages 3 - 8)</p> <p>Cabinet Members are asked to agree the minutes of the meeting held on 23 February 2021 (cream paper).</p> |
| 2.40 pm | 3. | <p>Urgent Matters</p> <p>Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances.</p> |
| 2.45 pm | 4. | <p>For discussion: West Sussex County Council COVID-19 Pandemic Report - March 2021 (Pages 9 - 22)</p> <p>Cabinet Members are asked to consider and comment on the Covid-19 Pandemic report and in particular those areas relevant to their portfolios.</p> |

Other members in attendance, including scrutiny chairmen and the minority group leaders, may be invited to comment on the report.

Cabinet Members may respond to comments made and Leader may sum up the discussion. No decision is required.

3.20 pm 5. **For decision: Quarterly Performance Monitor (a) and Quarterly Capital Programme (b)**

The Cabinet Member for Finance will introduce the reports.

The Chairman of the Performance & Finance Scrutiny Committee will be invited to speak for up to three minutes to provide the views of their Committee on the content of the reports.

Each of the main minority group leaders will be invited to speak for up to three minutes each on the reports.

The Cabinet will then discuss the reports and the proposals prior to taking any decision.

(a) **Quarterly Performance Monitor - December 2020 (CAB18_20/21)** (Pages 23 - 118)

(b) **Capital Programme Quarter 3 Performance Report** (Pages 119 - 138)

3.50 pm 6. **Emerging Issues**

Cabinet Members are invited to provide any verbal updates on current significant issues for their respective portfolios which may benefit from discussion.

4.00 pm 7. **Date of Next Meeting**

The next meeting of the Cabinet will be held on 15 June 2021.

To all members of the Cabinet

Cabinet

23 February 2021 – At a virtual meeting of the Cabinet held at 10.30am with restricted public access.

Present:

Cllr Marshall (Chairman), Cllr Crow, Cllr Elkins, Cllr Hunt, Cllr A Jupp, Cllr N Jupp, Cllr Lanzer, Cllr Russell and Cllr Urquhart

Apologies were received from Cllr Barrett-Miles and Cllr J Dennis

Also in attendance: Cllr Hillier, Cllr M Jones, Cllr Turner, Cllr Waight and Cllr Walsh

Part I

67. Declarations of Interest

67.1 No declarations of interest were made.

68. Minutes

68.1 Resolved – that the minutes of the meeting held on 22 January be approved as a correct record and that they be signed by the Chairman.

69. Covid-19 Pandemic Update

69.1 Cabinet considered a report by the Chief Executive. The report was introduced by Cllr Amanda Jupp, Cabinet Member for Adults and Health who advised on the current position in the county. A pan-Sussex asymptomatic community testing programme had been submitted to the Department of Health and Social Care for approval.

69.2 Cllr Nigel Jupp, Cabinet Member for Education and Skills highlighted the positive attendance figures for West Sussex schools. Cllr Duncan Crow, Cabinet Member for Fire and Rescue and Communities advised of the work of the community hub in supporting additional residents for shielding and the winter grant scheme to deliver meals and praised the Fire and Rescue Service welfare checks work and continued support to the South Coast Ambulance. Cllr Bob Lanzer, Cabinet Member for Economy and Resources raised the need to assist the hospitality sector to reopen and urged residents to help the recovery through tourism in the county. Cllr Jeremy Hunt, Cabinet Member for Finance highlighted the support from government grants and how they were being used for local communities.

- 69.3 Dr Tony Hill, Interim Director of Public Health provided an update on most recent case figures, hospital capacity and the vaccination programme. Keith Hinkley, Executive Director of Adults and Health noted positive hospital flow and the mobilisation of community-based care services. Becky Shaw, Chief Executive, advised further support for businesses was expected to be announced from government in the budget.
- 69.4 Cllr Bryan Turner, Chairman of the Health and Adults Social Care Scrutiny Committee felt the focus now needed to be on the recovery of the care home market, domiciliary care and approaches to the treatment of cancer patients. He also noted the new strengths developed within the service.
- 69.5 Cllr Steve Waight, Chairman of the Fire and Rescue Service Scrutiny Committee considered the low rates of sickness or absence, and that he hoped school visits by the FRS could also recommence on 8 March. He further noted the reduced offsite training and the use of virtual reality training.
- 69.6 Cllr Stephen Hillier, Chairman of the Children and Young People's Services Scrutiny Committee felt that teachers, frontline and early years staff should be vaccinated, that early years provision should be monitored so that it remains robust to support families and he asked about attendance levels of children with Education and Health Care Plans.
- 69.7 Cllr Dr James Walsh, Leader of the Liberal Democrat Group noted the absence of a mass vaccination centre in Littlehampton and suggested one may assist increasing uptake in hard to reach groups. He asked what percentage of care home staff had been vaccinated.
- 69.8 Cllr Michael Jones, Leader of the Labour Group welcomed the decrease in covid-19 case rates but asked about areas where rates were higher and how BAME communities were being reached. He said that teachers and early years staff should be prioritised for vaccination.
- 69.1 Cabinet Members made further comments in addition and in response to the points raised by the Scrutiny Chairmen and Minority Group Leaders:
- On 12 April, it was hoped libraries would reopen and operate as before, that record offices would open and it was expected there would be demand for ceremonies. Citizenship and birth registrations would be prioritised.
 - The Executive Director for Children, Young People and Learning had been lobbying government on the issue of vaccinations for teaching professionals.

- The figure relating to children with EHCPs over the past year was ahead of the national and regional average.
- The data for number of care staff who had been vaccinated would be circulated following the meeting.
- Lobbying had taken place to ensure all children on role at Early Years settings received their funding whether they were in attendance or not. This had reassured providers.

69.10 The Leader summarised the discussion noting that whilst there remained challenges, the priorities continued to be protecting residents, opening services and rebuilding the economy.

69.11 Resolved – that Cabinet notes the update and discussion.

70. Consultation on Early Help Service Redesign (CAB17_20/21)

- 70.1 Cabinet considered a report by the Executive Director of Children, Young People and Learning. The report was introduced by Cllr Jacqui Russell, Cabinet Member for Children and Young People who outlined the planned widespread public consultation to review the Early Help service with proposals for a more agile and targeted approach and that during lockdown, even with centres closed, early help contacts had increased.
- 70.2 Lucy Butler, Executive Director for Children, Young People and Learning told Cabinet the proposals sought to be preventative to stop the requirement of intervention by social care. The proposals would include greater working with schools and the better focussing of resources.
- 70.3 Cllr Stephen Hiller, Chairman of the Children and Young People's Services Scrutiny Committee advised the Committee considered the report in January and felt it was right to look at redesigning the offer for a more far reaching and aligned service between early help and social care. He advised the Committee supported the consultation and would review the outcomes in June.
- 70.4 Cllr Dr James Walsh, Leader of the Liberal Democrat Group expressed concern at the closure of Find it Out Youth Centres and felt this may contribute to mental health issues. He asked the service to consider carefully the closure of Children and Family Centres.
- 70.5 Cllr Michael Jones, Leader of the Labour Group felt the overall reach of the service would not be increased by closing Children and Family Centres and asked for the footfall data by each individual centre. He asked why a pre-consultation exercise had not been undertaken to look at why people weren't attending the centres.

- 70.6 Cllr Duncan Crow, Cabinet Member for Fire and Rescue and Communities commented that the plans were about delivering the best outcomes and not about cutting a service, noting it should reduce the demand on social care. He added a 'do nothing' approach would not manage the increase in demand the service. Cllr Nigel Jupp, Cabinet Member for Education and Skills felt it would enhance and strengthen the connection with schools and that an informal consultation with schools had shown them to be supportive. Cllr Amanda Jupp, Cabinet Member for Adults and Health gave her support for the proposals noting that the West Sussex early help model was recognised nationally for its intervention work. Cllr Jeremy Hunt, Cabinet Member for Finance advised he felt the proposals were another step in the council's improvement journey. Cllr Deborah Urquhart, Cabinet Member for Environment felt the proposals were innovative and enabled support to reach those in rural areas.
- 70.7 The Leader noted that libraries, health services and schools were also accessible for young people to access services otherwise provided by the Find it Out Centres. Alix Macfarlane, Interim Head of Communication and Engagement advised Cabinet of the consultation hub on which FAQs would be added and updated.
- 70.8 Cllr Jacquie Russell, Cabinet Member for Children and Young People thanked colleagues for their input and summarised that the buildings would be placed strategically in areas of greatest need, that libraries would deliver open access groupwork and that the consultation commencement was not about footfall but delivering the best outcomes for children and families.
- 70.9 Resolved – that Cabinet approves the plans for consultation from early March 2021 on the proposals for the Early Help service, the outcome of which will return to Cabinet in July 2021 for further consideration of the proposals for the service.

71. Emerging Issues

- 71.1 Cllr Deborah Urquhart, Cabinet Member for Environment advised of a recent pollination conference which had over 300 residents and community groups in attendance. She hoped to build on the work with communities by re-wilding gardens, green spaces and highway verges.

72. Date of Next Meeting

- 72.1 The next meeting of the Cabinet will be held on 23 March 2021.

The meeting ended at 12.27 pm

Chairman

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**Key decision: No
Unrestricted
Ref: Not applicable**

Report to Cabinet

23 March 2021

West Sussex County Council COVID-19 Pandemic Report – March 2021

Report by the Chief Executive

Summary

West Sussex County Council continues to respond to the COVID-19 pandemic.

Attached at Appendix A is the latest priority update on our response.

The Appendix provides information on cases in West Sussex, the local tracing partnership, schools, care homes, reopening the economy and other priority issues.

West Sussex County Council is ensuring that the ongoing COVID-19 response is managed in an integrated way alongside other challenges potentially facing the authority and its partners in the short to medium term.

A verbal update will be provided at the meeting to ensure an up-to-date picture is provided given the fast-moving nature of current events. The pressures on services remain significant. We continue to work through our emergency planning and management structures to ensure that we remain focussed on the highest priority activities.

The resource implications of the COVID-19 emergency response continue to be assessed. There are significant risk implications. Decisions required to address COVID-19 include assessments in accordance with Council policy and the statutory framework of duties and responsibilities including those relating to Equality, Human Rights, Social Value, Sustainability and Crime and Disorder Reduction implications.

Recommendation

Cabinet will be asked to consider and comment on the Council's response to the current exceptional pressures.

Becky Shaw

Chief Executive

Appendices:

Appendix A – COVID-19 Pandemic Report – March 2021

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West Sussex County Council Covid-19 Pandemic Briefing March 2021

Priority issues

- a) National and Local Outbreak Management (paras 1 – 39)**
- b) Education and Skills Update (paras 40 - 48)**
- c) Care Homes update (paras 49 – 59)**
- d) Reopening the Economy (para 60 – 67)**
- e) Clinically Extremely Vulnerable and Community Hub update (paras 68 – 76)**

A. National and Local Outbreak Management

West Sussex Covid-19 Data Update

Note: Data change frequently. The information provided as of 10 March 2021.

1. There is a sustained reduction in the number of cases across the county overall. In the 7 days between 26 February and 04 March there were 336 cases, a rate of 38.9 per 100,000 for West Sussex overall; this is lower than the England rate (62.8 per 100,000) and similar to the South East rate (38.2 per 100,000).
2. In the previous 7-day period (19 February to 25 February) there were 623 cases, this means there was a 46% decrease across West Sussex. Even with this fall it should be recognised that the case rate remains relatively high.
3. Within West Sussex, between 26 February to 04 March the incidence rate was highest in Arun (68.4 per 100,000) and Crawley (62.3 per 100,000), and lowest in Horsham (14.6 per 100,000).
4. For people aged 60+ years the case rate across the county (in the period 26 February to 04 March) was 27.4 per 100,000 (South East 26.4 per 100,000, England 38.8 per 100,000) with higher rates in Worthing (50.9 per 100,000), Arun (42.1 per 100,000) and Crawley (38.0 per 100,000).
5. The positivity rate (the percentage of people who are tested being found to be positive) has fallen consistently. In West Sussex between 26 February and 04 March 1.7% of residents tested were positive, this ranged from 2.8% in Crawley to 0.8% in Horsham (South East rate 1.8%, England 2.8%)
6. Hospital numbers are falling Overall the numbers of COVID-19 patients are reducing but remain (as of 09 March) 5% of all inpatients in both Brighton and Sussex University Hospitals NHS Trust, and Surrey and Sussex Healthcare NHS Trust, and 3% of all inpatients in Western Sussex Hospitals NHS Foundation Trust. There is still some activity within High Dependency Units/Intensive Therapy Units (HDU/ITU), but this has dropped considerably.
7. The number of deaths continues to fall. In week ending 26 February there were 183 deaths, of these 42 mentioned COVID-19 on the death certificate. In the previous week there were 222 deaths, with 59 having mentioned COVID-19 on the death certificate.
8. Vaccinations - The Sussex Health and Care Partnership (SHCP) West Sussex newsletter of 04 March shows that approximately 95% of 80+, 75-79 and 70-74 age groups have had their first jab, with almost 90% of clinically extremely vulnerable (CEV) and over 85% of the 65-69 age group taking up the offer.

Roadmap out of lockdown

9. On Monday, 22 February 2021, the Prime Minister announced the publication of the 'COVID-19 Response – Spring 2021' which sets out the roadmap out of the current national lockdown for England and how the Government will continue to protect and support citizens across the UK.
10. Vaccines are at the heart of the Government's strategy to manage COVID-19. The UK is deploying the most ambitious vaccination programme in history. So far, over 17 million people have received a vaccine across the UK.
11. The success of the vaccine programme means the Government can begin to chart a course out of lockdown. They are taking a cautious approach to easing lockdown, guided by the data, to avoid a surge in cases which would put unsustainable pressure on the NHS and claim more lives before people have the chance to take a vaccine.
12. Increased vaccination reduces the risk of infection leading to severe disease or death. However, as with other diseases like the flu, some degree of risk will always remain.
13. Over time, scientists expect COVID-19 to become endemic, meaning the virus will reach a stable, and hopefully manageable level. Vaccinations - including revaccination - will be key to managing the transition from pandemic to endemic state. Therapeutics and antivirals will become increasingly important, replacing most non-pharmaceutical interventions over the long-term.
14. Due to the relatively uniform spread of the virus across the country, the Government plans to ease restrictions at the same time across the whole of England, rather than returning to the previous regional tier system. The steps out of lockdown will therefore apply to all regions.
15. Decisions on when to lift restrictions, and in which order, seek to strike a balance between the epidemiological evidence and advice, the impact lockdown is having on people's health (including mental health and disproportionate impacts on certain groups), wellbeing, and the economy. All steps will be led by data rather than dates.
16. Key dates set out by the Government are:

- | | |
|---------|--------------------------|
| Step 1B | 29 March |
| Step 2 | No earlier than 12 April |
| Step 3 | No earlier than 17 May |
| Step 4 | No earlier than 21 June |

Steps 2 – 4 are dependent on the Government's review of the latest data on the impact of the previous step against four key tests, ensuring a cautious approach is applied to lifting restrictions.

17. West Sussex County Council is working through the detail of the Roadmap and the impact on services – our key focus will be on working with Government and partners to:

- Fully reopening schools
- Refresh the West Sussex COVID-19 Local Outbreak Control Plan
- Economic recovery
- Clear, joined-up communication with residents, communities and businesses
- Continue to deliver existing services, COVID-19 support (including the community hub) and work with NHS colleagues to support vulnerable residents.
- Supporting the successful administration of COVID-19 secure elections, including the induction of Members

Local Tracing Partnership

18. Last November West Sussex launched the Local Tracing Partnership (LTP) operating on behalf of East Sussex and West Sussex. The programme supports the national NHS Test and Trace system contacting positive COVID-19 cases to obtain information on their contacts. Since the start of the programme the LTP team has contacted 69.6% of the cases passed to them from the national team (data as at 7 March 2021).

19. Case volumes continue to reduce steadily, in line with an encouraging steady and sustained decline in positive case rates across all age groups in West Sussex.

20. In addition to text and emails, the LTP are also contacting new cases by post. This is a further engagement tool for those who don't want to answer calls or where the LTP have an incorrect or missing phone number but have an address that they believe to be correct.

21. To support people where English is not their first language, the West Sussex LTP call handlers have access to in-call interpretation services, and work is being undertaken with the Council's communications team to translate key messages about the LTP into a range of languages to enable greater engagement with these populations.

Symptom-free Community Testing Programme

22. The pan-Sussex Symptom-free Community Testing Programme launched on Wednesday, 10 March as a partnership between West Sussex County Council, East Sussex County Council and Brighton & Hove City Council.

23. Up to 1 in 3 people with COVID-19 have no symptoms. This programme works to rapidly identify people who have COVID-19 but no symptoms, who could be passing it on to others without knowing.

24. Alongside vaccinations, symptom-free testing is an important addition to the fight against the pandemic, helping to break the chains of transmission,

protecting our friends, family, colleagues and communities, and helping us return to life as close to normal as possible.

25. Free, rapid lateral flow tests (LFTs) are available to anyone over the age of 18 who isn't showing signs of COVID-19, who can't work from home and who can't access testing via other means. For example, this could include people who are critical to supporting communities or who are responding to the pandemic (critical workers) or are at a higher risk of infection.
26. Rapid LFTs can be booked at any participating pharmacy anywhere in Sussex, or at one of two dedicated testing sites, one at the Moulsecomb Leisure Centre in Brighton, one at Hove Town Hall. Further details, including how to book and available pharmacies and test sites, can be found on the West Sussex County website www.westsussex.gov.uk/communitytesting.
27. It is important to emphasise that if individuals test negative this does not completely rule out infection with COVID-19, as there can be false negative results. People should continue to follow the preventative measures currently recommended for stopping the spread of COVID-19 ('Hands, Face, Space'), as well as wider measures implemented as part of the national lockdown restrictions.
28. Testing alone will not break the chains of transmission; if individuals test positive, they must self-isolate, and their contacts must also isolate and get tested too to stop the virus spreading further.

Community Collect Service

29. The NHS Test and Trace Service has rapidly expanded its network of testing sites and has more than 500 test sites that will provide Lateral Flow Tests (LFTs) to eligible individuals as part of a new service called Community Collect.
30. Residents will be able to find their nearest site by visiting <https://find-covid-19-rapid-test-sites.maps.test-and-trace.nhs.uk/>.

Managed Quarantine Service (Quarantine Hotels)

31. On Monday, 15 February, new requirements to quarantine when entering England came into force.
32. Managed Quarantine Services are available within West Sussex, due to the location of Gatwick Airport within the county.
33. West Sussex County Council has been asked by the Department of Health and Social Care (DHSC) to provide for any Social Care needs, and to provide 'Welcome' packs. The local NHS has organised a response to health needs.
34. The DHSC has provided reassurance to all local authorities in areas where there are Government approved Managed Quarantine Facilities. They have assured West Sussex County Council Public Health that strict infection control measures will be in place to prevent transmission to local communities. These

include mandatory testing for guests and staff, as well as the use of personal protective equipment (PPE), plastic shields and thorough cleaning practices.

35. Security will be in place in and outside accommodation, to support people staying there and ensure people do not leave until they are safe to do so. This means that those living near quarantine facilities should continue to follow COVID-19 lockdown restrictions, only going out when necessary, and remembering to wash their hands regularly, wear face coverings when required, and stay socially distanced from others outside of their household.

COVID-19 Vaccination Programme

36. The NHS (Sussex Health and Care Partnership) is leading the delivery of the COVID-19 Vaccination Programme across Sussex, working with Local Resilience Forum partners. The County Council is also supporting the vaccination programme as we work across communities to encourage everyone eligible to have their vaccination.
37. Roll-out of vaccinations continues to progress at great pace via vaccination centres, GP-led vaccination services (including a roving vaccination service providing jabs to care homes and people who are housebound), pharmacy-led services, and hospital hubs (now for second doses).
38. Across Sussex, the SHCP have met the Government target to offer the vaccination to everyone in the first four priority groups, and they are now focussing on priority groups 5, 6, and 7, and offering second doses.
39. Further information about the vaccination programme is available on the SHCP website, including details of the services available in each area, latest data, stakeholder briefings, answers to frequently asked questions and links to all the national leaflets and materials.

B. Education and Skills Update

40. Schools returned to full time provision for all schools from 8 March in line with the Government's roadmap. All schools opened although, for some secondary schools, opening from the 8 March are phasing the return to allow for the mass testing prior to children coming back in full time. This is in line with Government guidance.
41. On the lead up to 8 March, school attendance remained high and above the national average overall. Overall attendance for the first half of the spring term was 17.3% compared to a national average of 14.2% and a regional average of 13.7%. In primary schools, attendance averaged at 24.4% compared to a national average of 21.4% and a regional average of 21.2%. At secondary schools, West Sussex had average attendance of 6% compared to a national average of 4.5% and a regional average of 4.3%.
42. For pupils with an education, health and care plan (EHCP) attendance during the first half of the spring term in was on average 34.3%, compared to a national average of 36.2% and a south east average of 34.6%. Whilst schools have made decisions on attendance based on need, with some

special schools providing a blended approach of in-school and remote learning and therefore full-time provision, this is not reflected in the data capture. For pupils with a Social Worker, in all fully or partially opened schools, 41.8% attended school during the first half term, compared to a national average of 42.0% and an average of 39.7% across the South East.

43. For pupils with free school meal (FSM) eligibility, attendance for FSM eligible pupils, in all fully or partially opened schools, for the first half of the Spring Term 2021 was significantly above the national average at 19.4% compared to a national average of 13.7% and an average of 15.4% across the South East. For pupils of a Critical Worker, attendance in West Sussex schools was, on average, 72.2%, compared to national average of 69.4%, and a national average South East, 69.8%.
44. Special schools remained open but unable to offer face to face for all pupils. RAG rating individual pupils has continued to ensure the most in need are receiving face to face. However, the vaccination of special school staff and those in Specialist Support Centres (SSCs) are advanced and most special school staff have now been vaccinated and are increasing the numbers of children in school.
45. The council managed the distribution of FSM vouchers to those eligible during the February half term at a value of £20 compared to the national scheme of £15.
46. Whilst the school-based staff unions are continuing to exert pressure nationally the Department for Education regarding the full return, locally there appears to be an acceptance that schools will be returning.
47. Home to school transport is working well overall and the transport team are working with our special schools to provide flexibility, based on each school's plans and needs.
48. School Effectiveness Link Advisers are organising a timeline of focused calls with schools over the term to pick up on vulnerable children not in school, on home-based learning provision, and on provision and learning progress for disadvantaged pupils. They are also a key contact for school leaders to raise issues.

C. Care Homes - update

Care homes

49. There are 231 care homes for older people in West Sussex. The care homes provide around 8,540 beds. A third of these are commissioned by the County Council with the remainder commissioned through other local authorities, health or funded directly by residents.
50. For the week commencing 8 March 2021, 32 care homes for older people had a confirmed case among staff and/or residents. In the same period, one learning disability and no mental health services had confirmed cases.

51. For the same week, local data on care homes reports admissions are currently restricted in:
- 26 care homes for older people,
 - 2 extra care settings,
 - 7 care homes for mental health/learning disability,
 - 1 domiciliary care provider, and
 - 3 supported living settings.
52. The Council, working with Public Health and the Clinical Commissioning Group, continues to provide daily support for care services with confirmed outbreaks or identified cases of Covid-19.
53. As part of the roadmap out of lockdown, the Government announced a new single named visitor scheme to begin from 8 March 2021. A recent West Sussex Provider Forum meeting discussed support, advice and guidance for care providers in offering visiting to people living in care homes.
54. By 1 March 2021, 90% of West Sussex care home residents had received their first Covid-19 vaccination. Work is underway to deliver the remaining first doses and prepare for the second doses.
55. By 1 March 2021, West Sussex care homes reported that 75.9% of their employed staff and 40.8% of their agency staff had received their first vaccination. The disparity in take up could in part be a reflection of the challenge for care homes in collecting and submitting data for a diverse workforce. The Council will continue to work with care providers and the vaccination programme to deliver a comprehensive communication plan to promote take up of the vaccination and tackle vaccination hesitancy and myths.

Commissioning

56. Through commissioning activity, alternative solutions and additional capacity has been provided throughout the winter to support additional demand for health and social care support at this time of significant pressure. This has included, for example, interim care settings, block contracting residential and nursing beds and additional 'Home First' care for people being discharged home from hospital. The Council and the Clinical Commissioning Group are working closely together on planning for what provision may be required as we move into 2021/22.

People with learning disabilities

57. In February the national Joint Committee on Vaccination and Immunisation issued updated advice to prioritise people who are on a GP register for learning disabilities. Adults with severe and profound learning disabilities, and those with learning disabilities in long-stay nursing and residential care settings, are now being offered the vaccine as part of priority group 6. In West Sussex around 60% of adults with learning disabilities in this group have received their first vaccination by early March 2021.

Hospital capacity

58. There has been a reduction to Covid-19 related admissions to hospitals. However, usual seasonal demands continue and so there remains pressure on hospital bed capacity. This is anticipated to continue through to the other side of Easter as the NHS begins restoration activity, as lockdown eases, and while a significant number of care homes are still closed due to Covid-19 outbreaks. The Council is working with the hospitals to support timely discharge pathways.
59. Hospital discharge hubs and a combined placement and sourcing team (CPST) continue to operate. Due to continued demand and the number of care homes with restricted admissions, the discharge hubs and the CPST remain under considerable pressure.

D. Reopening the economy

Government Roadmap

60. The West Sussex economy will 'open-up' in the accordance with the Government Roadmap, with the indicative date of the 12 April the first major step. Non-essential retail, personal care premises such as hairdressers and nail salons, most outdoor attractions and settings, indoor leisure facilities, and hospitality venues serving people outdoors only are due to reopen. People can also start staying in self-contained accommodation, such as holiday lets, where indoor facilities are not shared with other households.
61. No earlier than 17 May the next stage in reopening the economy will take place with outdoor performances, indoor hospitality and entertainment venues, and the rest of the accommodation sector due to reopen.
62. Many businesses and venues will receive 'Restart Grants' from April 2021 to help them reopen.
63. Further detail is awaited on some aspects of the roadmap, for example on how larger events will be able to operate, and around international travel. This is particularly significant to the county's economy due to the significant impact the pandemic has had on Gatwick Airport, its workforce and businesses.

Impact on the economy

64. The impact of the pandemic on the West Sussex economy continues to be widespread, reflecting the national picture. Whilst some businesses have seen growth such as supermarkets, logistics and home delivery companies, and some health and life sciences companies, overall:
- There has been a significant rise in the numbers of residents claiming Universal Credit, up 160% since January 2020 from 24,760 to 63,680 in January 2021. Crawley has seen the highest percentage increase (188%).

- West Sussex has seen an increase of 10,500 people furloughed since December to 65,000 supported by the Government Job Retention Scheme (provisional date to 31 January 2021).
- Many businesses are experiencing financial challenges, with more than £183 million Government grants and discretionary funding provided to West Sussex businesses affected by lockdown restrictions by local authorities (to 18 January 2021).

Economy Reset Plan

65. In response to the impact of COVID-19 on the West Sussex economy, the Council adopted an [Economy Reset Plan](#) 2020 – 2024 in November 2020 setting out where the Council will focus its resources and seek to work in partnership to support economic recovery.

66. In the last four months the Council has been prioritising:

- Support for enterprises and businesses affected by the pandemic, including through the Recover and Rise support programme with more than 650 participating, and through selecting the development partner for Horsham Enterprise Park to provide new commercial space to meet future business demand.
- The impact on employment and skills to inform the Council's response, and by taking action now e.g. by promoting to businesses the opportunity to secure funding for apprenticeship training through transfer of the Council's apprenticeship levy.
- Initiating a new West Sussex Digital Support Programme working with the District and Borough Councils and the Coast to Capital LEP, to further support business resilience and recovery through digital technologies and skills.
- Supporting the hard-hit tourism sector through the work of the countywide Experience West Sussex Destination Partnership, including the Shop Sussex campaign during the festive season, and the Summer in West Sussex campaign launched on Boxing Day. Collaborative working across Sussex has also been initiated to support sector recovery and future growth. Experience West Sussex is working with partners to ensure appropriate messaging for potential visitors in accordance with public health guidance, and with businesses to plan ways to attract visitors during the autumn and winter to help recover some lost business.
- Working with the District and Borough Councils on refreshing and maintaining the Growth Deals, assessing the impact of COVID-19 and emerging needs. We have continued to progress key schemes during the pandemic, including highway improvements in Crawley to eastern gateway and Manor Royal Business District, public realm in Worthing, and the 'place and connectivity' schemes in Burgess Hill.

- Taking a formal decision to invest in the regeneration of Broadbridge Heath Depot through the development of a retail park on the site. Subject to planning, this project will utilise a County Council owned asset to support the economic regeneration of the site for the benefit of the community, generating a return on investment and creating over 130 jobs.
- Supporting rural communities to achieve gigabit-capable broadband by delivering central Government's rural vouchers scheme and 'topping up' the value for West Sussex premises. We are also working with the Department for Education to continue to identify more rural eligible schools for gigabit broadband. Across the county we continue to support businesses to apply for local funding schemes to develop digital services to support growth.
- Developing our regional digital connectivity plans further to create the technology conditions to support West Sussex's development as an innovation zone within the wider region. We are actively working with the telecoms market, public sector and private partners to bring together joint ventures enabled by scalable technology platforms.

67. The Council is working closely with the West Sussex MPs to represent the county regionally and nationally. We will also be working with partners to maximise any potential funding opportunities from Government and other sources to support economic recovery in the county, including the Government's Plan for Jobs, the UK Shared Prosperity Fund, and any tourism recovery funds.

E. Clinically Extremely Vulnerable and the Community Hub

Clinically Extremely Vulnerable

68. As part of the national lockdown, the Government has advised all Clinically Extremely Vulnerable (CEV) people to take extra measures to protect themselves during this period. This has now been extended until the end of March to coincide with the newly announced Roadmap time frame.

69. The County Council receives regular updates to the Shielded Patient List which identifies those who are Clinically Extremely Vulnerable (CEV). As at 10 March 2021 there were 58,485 residents in this CEV group across West Sussex. Since this data first became available in the first wave of the pandemic 3,390 individuals have been removed as their condition no longer classifies them in the most at risk and 3,288 have died.

70. Clinically Extremely Vulnerable individuals, or their friends and family are encouraged to contact the Community Hub or use the online registration service. This service can be found at <https://www.gov.uk/coronavirus-shielding-support>, Individuals registering on this platform and indicating they require support will be telephoned directly by the Community Hub.

Community Hub

71. The Community Hub, launched in late March 2020, remains available to provide a range of support and practical assistance for all residents of West Sussex. The Community Hub telephone lines remain open from 8am to 8pm, 7 days a week supported by website content and a series of e-forms to provide digital access.
72. Since 26th December 2020 the Community Hub has received 4,955 contacts, with 27% of all contact being received from residents in the Arun District. The primary reason for contact was to request support with food (72%), this equates to 1,296 food deliveries and support to 7,268 individuals across West Sussex during this 10-week period.
73. Library Service colleagues are leading work to make outbound contact with the 80+ segment of the CEV cohort. Following contact with over 5400 individuals, 32 referrals have been made to the Prevention and Assessment Team for more complex support needs.
74. The Prevention and Assessment Team are also supporting the 225 individuals who are under 70 and were recently identified via the national Population Risk Assessment and are currently open to Adult Social Care.
75. It is anticipated that Government will formally ask Local Authorities to provide a support offer for individuals self-isolating as a result of a positive test. This is expected to be along the same lines as that currently provided for the Clinically Extremely Vulnerable and can be accommodated within the existing Community Hub model. Confirmation is expected before the end of March 2021.

Libraries

76. Libraries continue to operate a Select & Collect service at the front door, with additional services to reach those CEV and otherwise vulnerable. The Roadmap guidance makes clear that library buildings can be considered for re-opening from 12 April. Ahead of this date we have reviewed our IT access which is permitted under current regulations but was suspended at the point infections were increasing locally. We have reinstated pre booked IT sessions for essential IT access. We have an agile plan in place to deliver the Census 2021 customer support we have been contracted to provide.

Key decision: Yes
Unrestricted
Ref: CAB18_20/21

Report to Cabinet

23 March 2021

Quarterly Performance Monitor – December 2020

Report by the Director of Finance and Support Services

Electoral divisions: All

Summary

The attached Quarterly Performance Monitor (QPM) provides an overview of performance across the County Council for the third quarter of 2020/21. It gives information from a range of perspectives including financial, key performance indicators, workforce and risk management; all of which is reported on an outturn forecast basis.

The financial forecasts include the costs from the Covid-19 pandemic offset by the additional grants announced by the Government. The full impact of the pandemic on the council's finances for 2020/21 and future years remains uncertain, and projections will be updated as the demand on council services, council tax base and funding become known.

Overall, the County Council is projecting a £0.296m underspend in this financial year for both the impact of the Covid-19 pandemic and business as usual activities, this is a decrease of £5.776m from the overspend reported at the end of September. This decrease is largely due to additional income received in relation to the pandemic.

The overall projection excludes the estimated £20m loss of business rates and council tax receipts for 2020/21 as the Government are allowing councils to repay deficits over the next three years. The estimated £20m repayment is included within the Medium-Term Financial Plan for 2021/22 to 2023/24.

Of the 47 performance measures currently reported, 66% of measures are reporting as 'green', 21% as 'amber' and 13% as 'red'.

The QPM report includes an update on the Children First and Fire and Rescue Improvement Plans, the latest Risk Register and the quarterly Workforce Indicators.

Recommendations

- (1) To note the overall projected underspend position for 2020/21.

- (2) To note the other performance information in the QPM including the Performance Indicators, Workforce Key Performance Indicators and the Corporate Risk Register.
-

Proposal

1 Background and context

- 1.1 The attached Quarterly Performance Report (QPM) provides an overview of performance across West Sussex County Council for the third quarter of 2020/21. It brings together information from a range of perspectives including financial, key performance indicators, workforce and risk management all of which is reported on an outturn forecast basis.

2 Proposed detail

- 2.1 The overall net forecast outturn position for 2020/21 is projecting a £0.296m underspend, a decrease of £5.776m when compared to the September QPM position. A £0.674m underspend is currently reported on normal County Council service budgets and £0.378m is the estimated shortfall between the cost of the pandemic and the funding supplied from Central Government.
- 2.2 Since the budget was approved in February 2020, the council has needed to deal with the effect of the pandemic significantly changing its priorities and impacting on planned activities as well as the mounting financial challenge.
- 2.3 Currently, the council is expected to incur £83.8m of costs beyond those anticipated in the February 2020 budget due to the Covid-19 pandemic, with additional grants and other income from partners contributing towards £83.5m of funding. Additional costs relating to infection control will be funded through other specific ring-fenced grants.
- 2.4 The on-going impact on council's finances is not known and will be dependent on the time it takes for the economy to recover. The impact on employment for residents and on the demand for council services will be a major factor, particularly in relation for demand-led services such as adults requiring care and children and families in need of support.
- 2.5 As previously reported, some performance indicators set out in the West Sussex Plan 2017-2022 will not be met because of the pandemic. The 67 measures of success contained within the West Sussex Plan have been categorised into 'active', 'amend' or 'suspended' groupings. Of the remaining 47 'active' performance measures, 66% of measures are reporting as 'green', 21% as 'amber' and 13% as 'red'.
- 2.6 In the September QPM, it was reported that short-term sickness absence had been lower since the start of the first government restrictions in March 2020 with the ability for many staff to work from home. In this quarter, the number of days lost to short-term sickness absence has increased and is now at a similar level of sickness experienced in the third quarter of 2019.

3 Other options considered (and reasons for not proposing)

- 3.1 The Performance Indicators could have remained consistent with previous years and not reflected the impact of the pandemic or service changes; however, this option would not reflect the council's performance in the current environment.

4 Consultation, engagement and advice

- 4.1 The Quarterly Performance Monitor is reviewed by the Executive Leadership Team (ELT) to ensure performance is understood and action is undertaken to drive improvements as required.
- 4.2 The Performance and Finance Scrutiny Committee review the QPM quarterly and makes recommendations to the relevant Cabinet Member and/or refers to other scrutiny committees as appropriate.

5 Finance

- 5.1 The financial impact is set out in the Quarterly Performance Monitor Report.

6 Risk implications and mitigations

- 6.1 The Corporate Risk Register is included within the Quarterly Performance Monitor reflecting the key risks facing the council and the planned action to mitigate the risks where possible.

7 Policy alignment and compliance

- 7.1 Reporting on the council activities through the Quarterly Performance Monitor to Cabinet is part of the governance of the council, ensuring transparency in its reporting arrangements, enabling scrutiny by members and the public.

Katharine Eberhart - Director of Finance and Support Services

Contact Officer: Rebecca Taylor, Financial Planning Manager -
Tel: 0330 222 6878; Email: rebecca.taylor@westsussex.gov.uk

Appendices

Appendix A – Quarterly Performance Monitor – Quarter Three
Appendix 1 – Revenue and Reserves Budget Monitor – December 2020
Appendix 2 – Covid-19 Grants Allocated to West Sussex – January 2021
Appendix 3 – Savings Monitor – December 2020
Appendix 4 – Children First Improvement Plan – December 2020
Appendix 5 – Fire Improvement Plan – December 2020
Appendix 6 – Capital Budget Monitor – December 2020
Appendix 7 – Workforce Key Performance Indicator's – December 2020
Appendix 8 – Corporate Risk Register – February 2021

Background papers

None.

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QUARTERLY PERFORMANCE MONITOR – DECEMBER 2020

The County Council's financial performance (revenue and capital), savings delivery and business performance are monitored on a monthly basis through the Monthly Monitor report, with a more detailed Quarterly Performance Monitor (QPM) report produced each quarter for consideration by the Performance and Finance Scrutiny Committee. This report is intended for the public, senior officers and all members including Scrutiny Committee members and Cabinet.

Overview – National Economic Picture and Local Impact

1. Published figures from the Office for National Statistics (ONS) show that the UK economy shrank by 2.6% in November as England was placed in lockdown for a second time due to the Covid-19 pandemic. This decline in November came after six consecutive months of growth. Since this time, England, along with the other UK nations, have been placed into a third lockdown which has inevitably affected the West Sussex economy and the day to day lives of residents.
2. The UK government has secured a trade deal with the European Union, which took effect from the 1st January 2021. This has given business reassurance and guidance on the way it should trade with other European countries.
3. With regards to the Covid-19 pandemic, the County Council has so far received £45.9m of non ring-fenced grants from the Government towards the costs associated with the virus. In addition, many other specific grants have been announced and allocated to Local Government to help council's fund the cost of the pandemic. As the country is expected to remain in a national lockdown into the Spring, 2021/22 Covid-19 grants have started to be announced which will help Local Government plan how it will continue to support communities and the fight against the pandemic into the new financial year.
4. As previously reported, the Government is allowing councils to defer 2020/21 council tax and business rates deficits. Council's will now be able to repay deficits over the next three years instead of the usual one year. The estimated deficit for West Sussex in 2020/21 currently stands at £20m and this value of repayment is included within the Medium-Term Financial Plan for 2021/22 to 2023/24.
5. As at 23rd October, we estimated the cost associated with the pandemic in 2020/21 to be in the region of £83.8m (this figure excludes the estimated loss of business rates and council tax for 2020/21); however this figure is likely to vary due to the continuing change in resource requirements and the uncertainty of the length of the current national lockdown.
6. We will continue to lobby Government for sufficient funding to cover the impact of Covid-19 through correspondence with leading politicians, engagement with our local Members of Parliament and participation in organisations such as the County Council Network and the Local Government Association which lobby for the requirements of local government.

Financial Summary

7. The forecast outturn position for 2020/21 as at the end of December is projecting a **£0.296m underspend, a decrease of £5.776m against the £5.480m overspend reported at the end of September.** A £0.674m underspend is currently reported in relation to normal County Council service budgets and £0.378m is the estimated shortfall between the cost of the pandemic and the funding supplied from Central Government. Please note these figures exclude the use of the remaining £5.676m contingency which is held separately.
8. This decrease in the overall County Council's position of £5.776m since September is due to:
 - A reduction of £0.814m within normal County Council service pressures - as detailed in Table 1 below.
 - An increase of £26.950m on Covid-19 expenditure - as detailed in Table 2 below.
 - An increase of £31.912m in Covid-19 grants and other income towards the costs of the pandemic.
9. Table 1 and Table 2 detail the main changes in projections from September to December for non Covid-19 and Covid-19 spending. Table 3 provides a detailed overview of the current financial position.

Table 1: Main spend variation changes (excluding Covid-19) between September 2020 and December 2020

Portfolio	Reason for movement between September and December 2020	Change in Projection
Non Covid-19 outturn projection reported as at 30th September 2020		£0.140m
Adults and Health	Staffing vacancies within the Blue Badge Service.	(£0.050m)
	In year underspending due to a reduction in customers and services to be transferred to specific reserve to fund anticipated future pent-up demand pressure (£1.0m)	(£0.000m)
Economy and Corporate Resources	Reduction in spend in relation to furniture and fittings, security and shredding, reactive cleaning, face to face training provision and other minor underspends	(£0.519m)
Education and Skills	Increase in home to school transportation costs and other minor variations	£0.183m
Environment	Increase in waste tonnage disposal costs and reduced projected planning income offset by a continued reduction in utility spend in County Council buildings	£0.008m
Finance	Additional income for rental of Tangmere Airfield (Covid-19 testing centre), delays in staffing recruitment and other minor variations	(£0.275m)
Fire and Rescue and Communities	Additional staffing costs	£0.100m
Highways and Infrastructure	Staffing vacancies held during service re-design and other minor variations	(£0.310m)
Leader	Restructuring costs	£0.081m
Non-Portfolio	Assumed reduction in service leasing expenditure	(£0.032m)
Total Non Covid-19 outturn projection as at 31st December 2020		(£0.674m)

Table 2: Covid-19 spend variation changes between September 2020 and December 2020

Portfolio	Reason for movement between September and December	Change in Projection
Covid-19 outturn projection reported as at 30th September 2020		£56.890m
Adults and Health	Continued updating of various spending plans and grant allocations including contain management outbreak funding, rapid testing and workforce capacity	£21.160m
Children and Young People	Minor variations	(£0.020m)
Economy and Corporate Resources	Minor variations	£0.040m
Education and Skills	Reduction in estimated transport provision following continued lockdown predictions	(£4.100m)
Environment	Additional waste transportation and disposal costs	£0.770m
Finance	Delayed procurement savings	£0.290m
Fire and Rescue and Communities	Increase in spending projection following announcement of the Winter Support Grant and other minor variations	£1.730m
Highways and Infrastructure	Increase in projected loss of income due to national lockdown periods, estimated spend of Emergency Travel Grant and other minor variations	£1.050m
Non-Portfolio	Additional cost of capital projects and other minor variations	£6.030m
Total Covid-19 outturn projection as at 31st December 2020		£83.840m

Table 3: Summary of Overall Financial Outturn Position

Portfolio	Projected Portfolio Variation (excluding Covid-19)	Projected Covid-19 Spend & Income Loss by Portfolio	Projected Outturn Variation
Adults and Health	(£0.050m)	£50.830m	£50.780m
Children and Young People	£0.500m	£4.670m	£5.170m
Economy and Corporate Resources	(£1.595m)	£3.860m	£2.265m
Education and Skills	£0.510m	£2.480m	£2.990m
Environment	£0.520m	£0.990m	£1.510m
Finance	£0.054m	£0.600m	£0.654m
Fire and Rescue and Communities	(£0.050m)	£4.890m	£4.840m
Highways and Infrastructure	(£0.410m)	£4.090m	£3.680m
Leader	(£0.050m)	£0.000m	(£0.050m)
Non-Portfolio	(£0.103m)	£11.430m	£11.327m
Total Projected Expenditure	(£0.674m)	£83.840m	£83.166m

Income Allocations	Allocation	Outturn Variation
Covid-19 Central Government non ring-fenced grant	(£45.853m)	(£45.853m)
Other Covid-19 specific grants including: Contained Outbreak Management Fund, Track and Trace, Rapid Test and Trace, Workforce Capacity Grant, Emergency Food Grant, Winter Support Grant, Clinically Extremely Vulnerable, Home to School Transport, Bus Support Services, Travel Demand Management and Wellbeing for Education	(£22.551m)	(£22.551m)
Grant allocations expected/ awaiting final determinations – Additional Contained Outbreak Management Fund for January – March 2021	(£11.286m)	(£11.286m)
Estimated reimbursement of loss (75% of income loss where more than 5% of planned takings from fees and charges have not been collected)	(£2.700m)	(£2.700m)
Other Covid-19 income including Clinical Commissioning Group (CCG) contribution	(£1.072m)	(£1.072m)
Total Projected Income	(£83.462m)	(£83.462m)

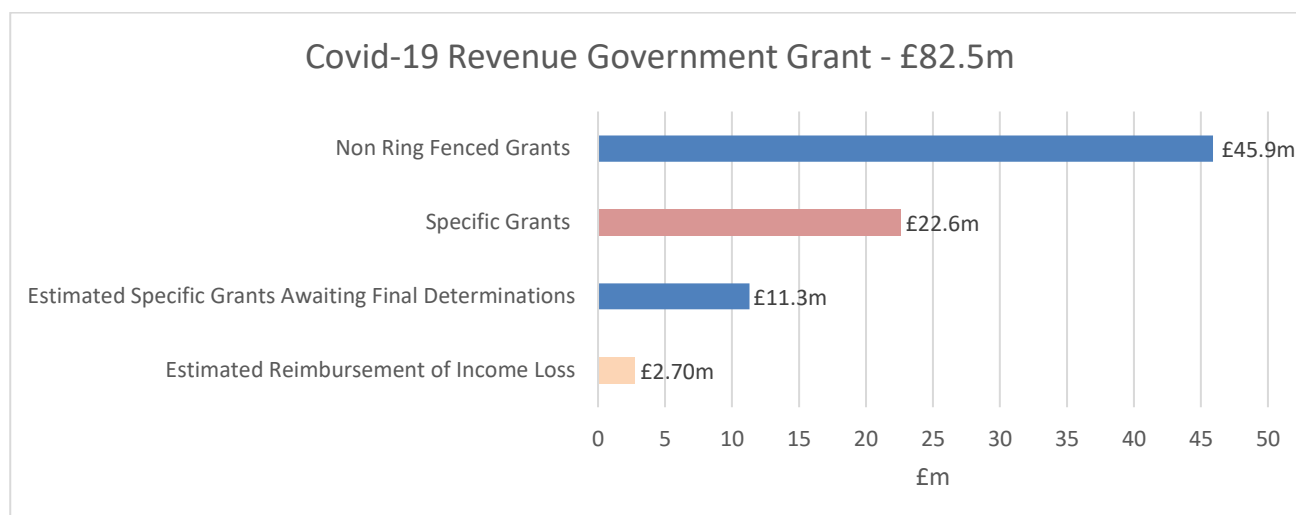
	Projected Portfolio Variation (excluding Covid-19)	Projected Net Covid-19 Cost	Outturn Variation
Total Overall Projected Overspend as at 31st December 2020	(£0.674m)	£0.378m	(£0.296m)

2020/21 Contingency Budget Remaining	(£5.676m)
Note: Potential allocation of funds to the Children First Improvement Reserve – currently declared as an in-year underspend within the Children’s Portfolio.	£2.000m

Impact of Covid-19

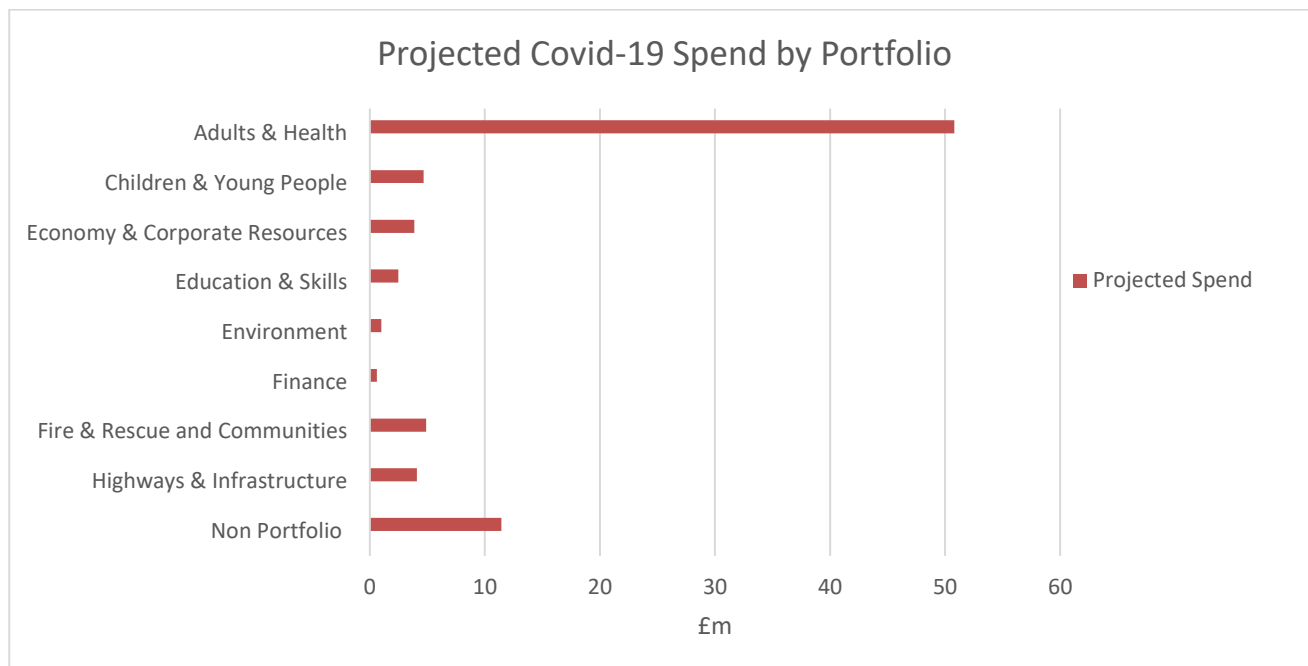
10. The cost of the Covid-19 pandemic to the County Council has been monitored separately from the portfolio budgets agreed by County Council in February 2020. The 2020/21 estimated cost of the pandemic to the County Council currently stands at £83.8m as at the end of December, increasing to £103.8m when including the estimated loss arising from business rates and council tax.
11. The Government announced a second national lockdown which commenced on the 5th November. The restrictions of this lockdown were more relaxed than back in the Spring, which enabled more shops and businesses to remain open. From the 2nd December, a tiered system of local restrictions was announced which placed West Sussex into the Tier Two category. This resulted in some restrictions on socialising; however, shops, hospitality and businesses remained open for trading. This position changed on the 26th December when West Sussex was placed under Tier Four restrictions which meant that all hospitality and non-essential shops were forced to close.
12. On the 5th January, a third nationwide lockdown was announced. The restrictions currently in place are notably stronger than those in November with hospitality and non-essential shops remaining closed in England.
13. A detailed list of the Covid-19 grant allocations and estimated values are listed in **Appendix 2** and include notifications of grants received after the 31st December. The impact of the pandemic on the demand for council services still remains under close scrutiny. Understanding our community's requirements and giving needed support during these unprecedented times is of utmost importance. It should be noted that the financial implications of the second and third national lockdown continue to be monitored.
14. Each month, local authorities report their costs to Central Government through an online return. Government uses the returns to inform them of the cost pressures resulting from the pandemic and the subsequent funding required by authorities. **Graph 1** shows the government grant funding received and estimated income losses.

Graph 1: Government Grant Allocations as at January 2021



15. **Graph 2** shows the projected Covid-19 spend or loss of income by Portfolio.

Graph 2: Projected Covid-19 Spend by Portfolio



16. A number of Key Decisions have taken place during the pandemic to enable grant allocations from Government to be distributed, provide enabling infrastructure works to allow greater distancing in the community and to support critical care sector services. **Table 4** lists the specific decisions taken.

Table 4: Key Decisions Which Impact in Year Expenditure

Key Decision	Description	Funding Source	Date	Key Decision Reference
Financial Support to Care Sector	Cross-market uplifts in payments to care providers for 29 th March – 20 th June 2020 totalling £5.8m	County Council funding	27 th April	AH02 20/21
Waiver of charges - Licensing of tables and chairs on the highway	Waiver of all fees relating to licences for table and chairs on the highway until the end of March 2021. Estimated cost of £0.030m. <i>NB – Licences are now administered by District and Borough Council's under the Business and Planning Bill 2020</i>	County Council funding	08 th June	HI03 20/21
Allocation of Infection Control Grant	Allocation of £10.0m (75% of £13.363m) infection control fund	Specific grant allocation	12 th June	OKD17 20/21

Key Decision	Description	Funding Source	Date	Key Decision Reference
Allocation of Infection Control Grant	Allocation of the remaining 25% of infection control funding - £3.3m	Specific grant allocation	16 th July	OKD23 20/21
Emergency Active Travel Fund (Tranche 1) - Temporary Pop-up Cycle Scheme	Implementation of seven cycle schemes to enhance cycling and walking facilities - £0.784m	Specific grant allocation	21 st July	HI05 20/21
Financial Support to Care Sector	A cross market uplift of 5% (£2.75m) is given in payments to commissioned care providers for 1 st July – 30 th September 2020	County Council funding	03 rd August	OKD24 20/21
Provision of Site for Regional Covid-19 Testing Centre	To make available WSCC owned land for a Department of Health and Social Care Regional Testing Site for Covid-19	Not applicable	28 th August	FIN03- 20/21
Emergency Assistance Grant	£0.737m of funding to support people who are struggling to afford food and essential supplies	Specific grant allocation	07 th September	FRC01 20/21
Allocation of Additional Funding to Support Response to Covid-19	Non ring-fenced grant is allocated pro rata to expenditure incurred and ring-funding is allocated in accordance to the purposes and rule specified	Not applicable	18 th September	County Council
Financial Support to Care Sector – Round 2	Allocation of £10.958m grant to provide continued support to adult social care providers in reducing the rate of Covid-19 transmissions in and between care homes and to support the wider workforce	Specific grant allocation	27 th October & 20 th November	OKD40 & OKD46 20/21
Winter Grant Scheme	£1.990m of funding to support at least 80% of households with children with the remaining allocation to help other households with or at risk of poverty during the winter	Specific grant allocation	7 th December	FRC02 20/21
Emergency Active Travel Fund (Tranche 2)	Install more permanent measures to encourage walking and cycling. £1.9m of capital and £0.450m of revenue funding	Specific grant allocation	1 st February	HI16 20/21
Allocation of Adult Social Care Rapid Funding from Central Government – Lateral Flow Device Testing	Funding to support additional rapid testing of staff in care homes, and to support visiting professionals	Specific grant allocation	3 rd February	OKD59 20/21

17. The impact of the pandemic on the demand for council services continues to be assessed and projections for Outturn 2020/21 and future years will be adjusted accordingly. West Sussex has seen an escalation of Covid-19 cases which is expected to add more pressure on our service provision over the Winter months.
18. Throughout the year, the Covid-19 pandemic has impacted the way the County Council delivers its services to its customers and how it operates internally. Many service areas have had to adapt to different ways of working to enable the business to continue in an efficient and effective manner.
19. As per Government guidelines, the County Council has asked its employees to work from home where possible. To enable the business to deliver its services, new IT software (including Microsoft Teams), has been rolled out which has enabled virtual business meetings to take place and for staff to stay in touch with their teams. Home working has also provided some financial benefits which have been included in the Quarterly Performance Monitor report projections during the year; however, the in-year savings currently identified are collated in **Table 5**.

Table 5: Projected In-Year Underspending from Homeworking / Change in Service Delivery

Type of Spend / Area	Projected Underspending	Comments
Training	(£0.161m)	Saving made from reduction of face to face learning in the first lockdown period in HR and Education. Learning and Development have adapted their training delivery model and are delivering 95% of scheduled training.
Staff Travel/ Vehicle Mileage	(£0.886m)	Current estimated in-year saving from staff travel (including £0.750m within social care). Mainly due to reduced face to face visits.
Office Spend	(£0.050m)	Stationery savings as a direct result of reduced occupancy within county buildings
Utilities	(£0.857m)	Reduction in utility expenditure due to reduced occupancy in the majority of county buildings
Facilities Management	(£0.168m)	Reduction in furniture and equipment, security, shredding, reactive and routine cleaning – both customer facing and office services)
Members Travel/ Expenses / Refreshments / Training	(£0.100m)	Estimated saving due to remote working and on-line meetings
Libraries and Community Services	(£0.300m)	Estimated in-year underspend due to the enforced reduction in services during first national lockdown.
TOTAL	(£2.522m)	

Dedicated Schools Grant Position

20. The balance of the Dedicated Schools Grant (DSG) reserve went into a £1.7m deficit at the end of the 2019/20 financial year. After allowing for the retrospective additional DSG allocation for Early Years of £0.3m and corrective adjustment to the High Needs block allocation in year of £0.1m, the current balance in reserves stands at a deficit of £1.3m.
21. The DSG reserve balance is forecast to end the year with a £12.1m deficit. This predicted overspend is due to the in-year pressure the High Needs block continues to experience including the number of pupils with complex needs requiring specialist placements and additional top up funding, increased fees in independent schools, the demand for personal budgets and increased exceptional needs expenditure.
22. The DSG conditions of grant for 2020/21 require all Local Authorities with a deficit to submit a plan to the Department for Education for managing their future DSG spend. This plan will be shared with Schools Forum as part of our budget planning discussions for 2021/22.

Finance by Portfolio

Adults and Health

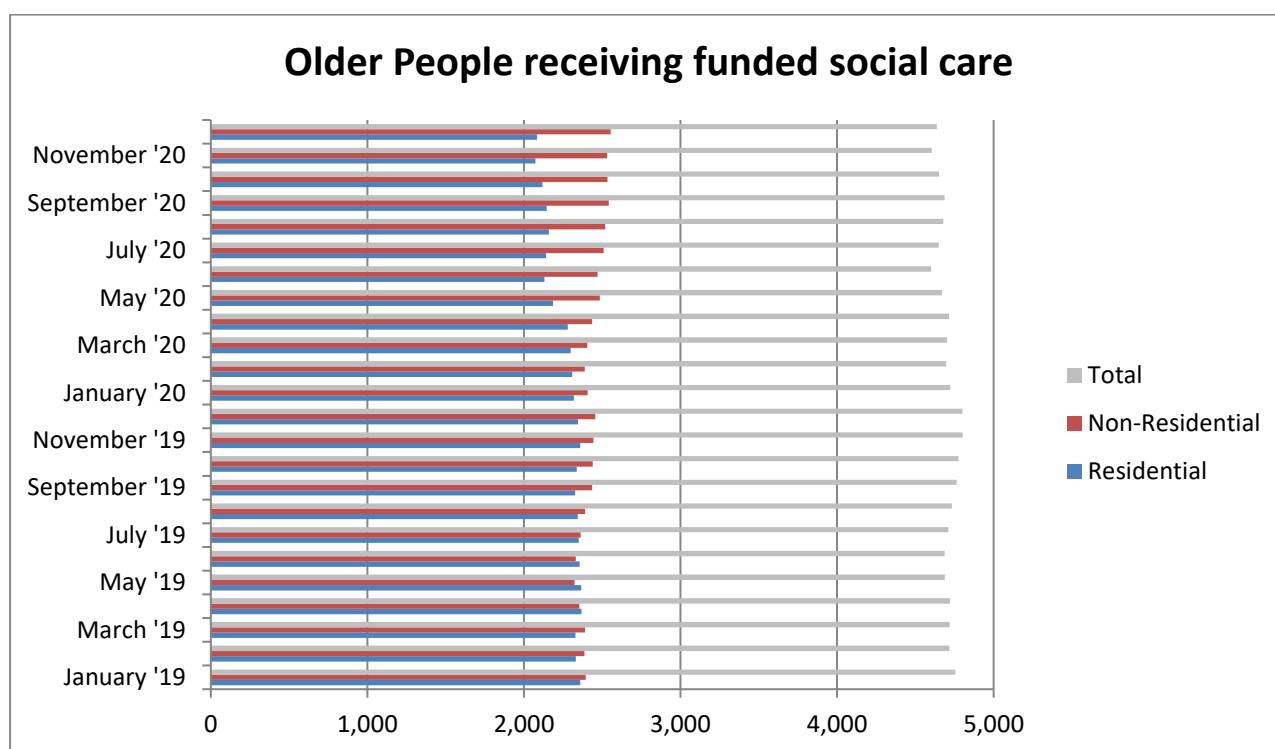
Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£50.830m	Assumed funding from Covid-19 grant or County Council contingency	(£50.830m)	
Increase number of physical and sensory impairment customers	£0.300m	Underspending within the older people cohort, largely due to a reduction in customers	(£1.000m)	
Rising cost of community care packages within the working mental health cohort	£0.300m	Resilience Fund underspend due to the infection control grant temporarily reducing the need of the additional support to the market	(£0.600m)	
Additional in-year senior management costs	£0.200m	Projected in-year underspending from homeworking/ change in service delivery – Reduced staff travel/ vehicle mileage during the pandemic	(£0.200m)	
Proposed underspending allocated into a specific reserve to fund anticipated pandemic rebound pressures in 2021/22	£1.000m	Staffing vacancies within the Blue Badge service	(£0.050m)	
Adults' and Health Portfolio - Total	£52.630m		(£52.680m)	(£0.050m)

23. The **Adults and Health portfolio is projecting a £0.050m underspend.** Within this portfolio, the social care budget is projecting a £1.0m underspend due to a reduction in customers and services during the year. It is proposed that this underspend is allocated to a specific reserve to fund future pressures from pent-up demand as we emerge through the pandemic. The presentation above assumes where possible that all pandemic expenditure will be met by

Covid-19 grant following the County Council's decision in September to allocate this funding during the year. As previously reported, the pandemic is making it extremely difficult to forecast the outturn position.

24. Within social care, the number of older people receiving a funded package of care at the end of December was approximately 4,600. This is around 200 fewer than at the same time last year, as shown in **Graph 3**. Covid-19 is the main explanation for this difference. Deaths averaged 75 per month in the year to March 2019, however during the pandemic, this figure has risen to 90. This number is based on information as at the end of November and so in all probability, it is likely this will prove to be an under-estimate.
25. A significant movement has continued in the proportion of customers who are being supported with a community package rather than in a residential placement. The number of non-residential customers has risen in absolute terms and now stands at over 55% of the cohort (51% December 2019). Although Covid-19 has hastened this, the County Council's policy objective of supporting older people to live independently in the community has also played a part, which makes the outcome a measure of the progress that is being made.

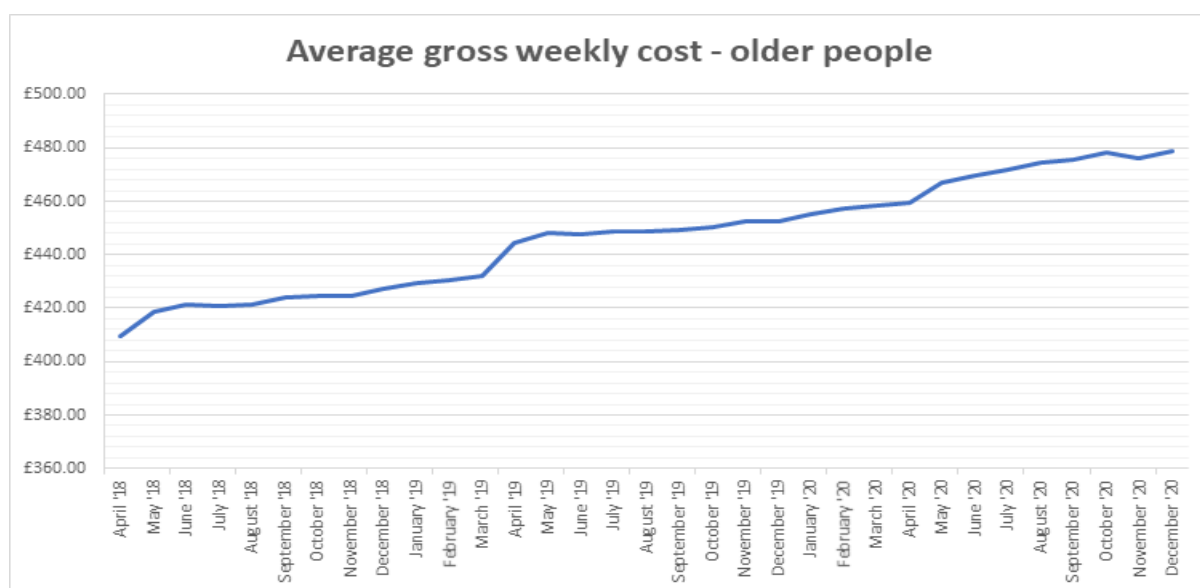
Graph 3: Older People Receiving Funded Social Care



26. Whilst this is the headline position, it should be noted that the reduction is exaggerated by the hospital discharge process that has been put in place across the country in response to Covid-19. This is delaying the time at which people become the responsibility of adult social care and so there is likely to become a point at which some of the fall will reverse. Consequently, it would be premature to assume that there will be a permanent lessening of demand, especially as there are indications of potential unmet needs where people have not come forward for help during the pandemic period.

27. The average gross weekly package cost is now approaching £480, which represents growth of 4.4% during 2020/21 and so is greater than the inflationary uplift agreed by County Council (2.7%). Due to the shift in the mix of packages that are being purchased, use of this average gives a better insight into the underlying rate of change than provided by a comparison of residential and non-residential placements. **Graph 4** shows how the position has moved during the last few years. (Note: The impact of the financial support that is being provided to the market due to Covid-19 is excluded from the 2020/21 figures, since that cost is funded separately and being made available on a time-limited basis.)

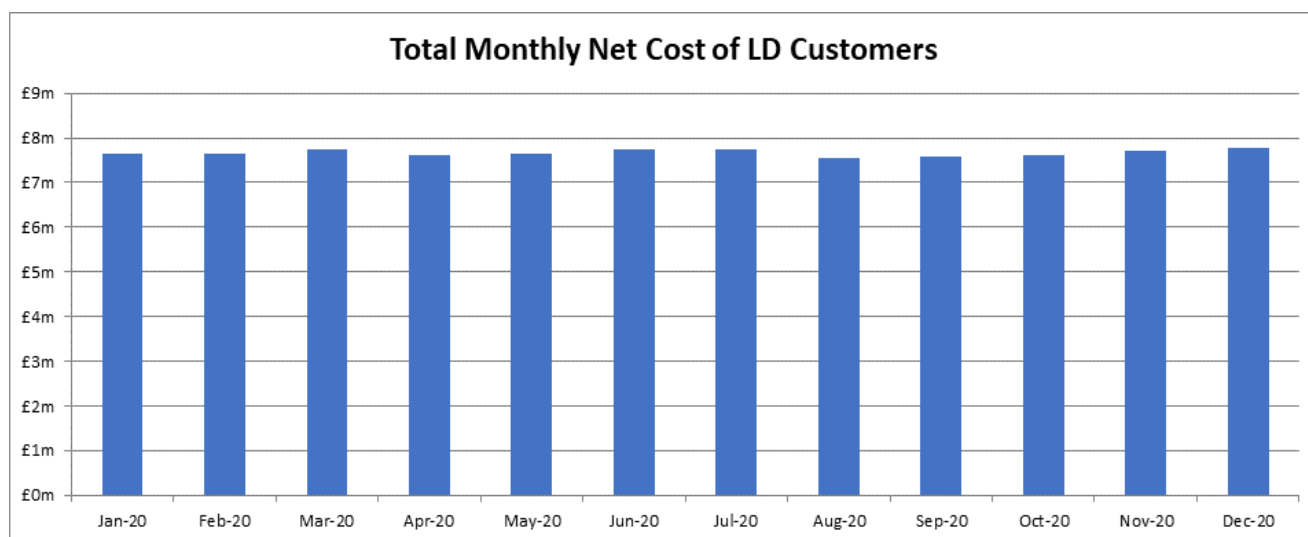
Graph 4: Average Gross Weekly Cost – Older People Residential



28. Rising complexity of needs and the increasingly larger care packages that are needing to be agreed remain the key explanation for the growth trajectory. Covid-19 has exacerbated the situation, for example the proportion of residential placements for which an agreed rate is needing to be paid, rather than the County Council's usual maximum, has risen to 25% from 20% in March. This highlights the extent to which providers are asking for a premium to be paid when new admissions are being made. In the short-term some of this cost is being charged against the County Council's Covid-19 funding, but if those rates cannot be reduced once the pandemic has passed there is obvious potential for it to create an on-going risk for the Adults budget.
29. The County Council spends more on customers with a disability than older people, though it is a customer group that is not subject to the same level of turnover and thus is relatively stable. Although this is not obvious from headline totals which have been affected by purchasing factors related to Covid-19 such as the closure of day services; demand overall taking account of transitions from Children's Services has been steady. The same is true of

care expenditure, as **Graph 5** shows for Learning Disabilities, which is the main spending area.

Graph 5: Total Monthly Net Cost of Learning Disabilities Customers



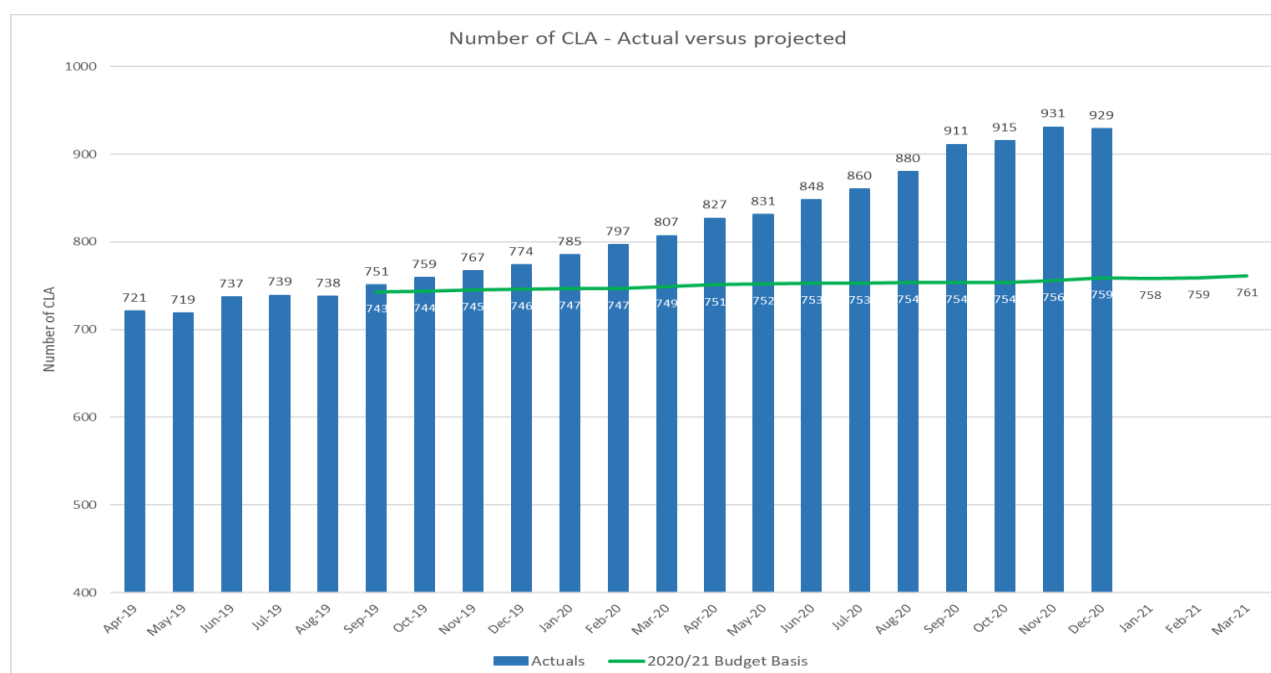
30. In different circumstances, spending at this level would be resulting in an overspend, because of the non-delivery of 2020/21 savings (£1.9m). Covid-19 funding is covering that shortfall as the reprioritisation of staff resources in response to the pandemic have delayed progress, particularly in respect of those changes that are dependent on face-to-face contact with customers. That facility has not extended to the residual £1m of undelivered savings carried forward from previous years; the impact of which is being mitigated by temporary reductions in spending due to services like day care not being available in the contracted way during the pandemic. Through this combination of factors, the Learning Disabilities budget is forecast to be balanced once £0.6m of short-term costs directly attributable to Covid-19 have been charged against the County Council's Covid-19 funding. Whilst this is positive to report, significant work still remains if the savings on which the future sustainability of the budget are dependent are to be realised.
31. Elsewhere within Lifelong Services there is potential overspending of £0.3m within Physical and Sensory Impairment, where customer numbers are 3.7% higher than at the end of March. If adjusted for population growth, this continues to indicate that the prevalence of this disability type is increasing after several years when the proportion has been fairly static.
32. There is estimated overspending of £0.3m on the County Council's share of the Working Age Mental Health Pooled Budget, primarily as a result of rising expenditure on community care packages. This is offset by underspending of £0.6m in the Resilience Fund, because the Infection Control Grant has temporarily reduced the need for the County Council to provide additional support to the market. Reductions in travel expenditure due to the pandemic (£0.2m) are being used to fund additional one-off costs associated with the restructuring and changes in management during the year.

Children and Young People

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Estimated Covid-19 pandemic placement demand pressures for Children Looked After	£3.500m	Assumed funding from Covid-19 grant or County Council contingency	(£4.670m)	
Other Covid-19 forecast expenditure	£1.170m	Delayed recruitment to planned posts within the residential service	(£1.650m)	
Placement demand pressures for Children Looked After	£5.900m	Increased income expectation for UASC, partly due to increased grant for 18+	(£0.800m)	
Social care staffing	£0.950m	Underspend in Early Help	(£1.200m)	
Increase in joint funded cases for children with disabilities with Health	£0.450m	Underspending on Intentionally Homeless	(£1.000m)	
Increase in client spend – including Public Law Outline	£0.400m	Projected in-year underspending from homeworking/ change in service delivery – Reduced staff travel/ vehicle mileage during the pandemic	(£0.550m)	
		Projected underspend on Children First Improvement Fund	(£2.000m)	
Children and Young People Portfolio - Total	£12.370m		(£11.870m)	£0.500m

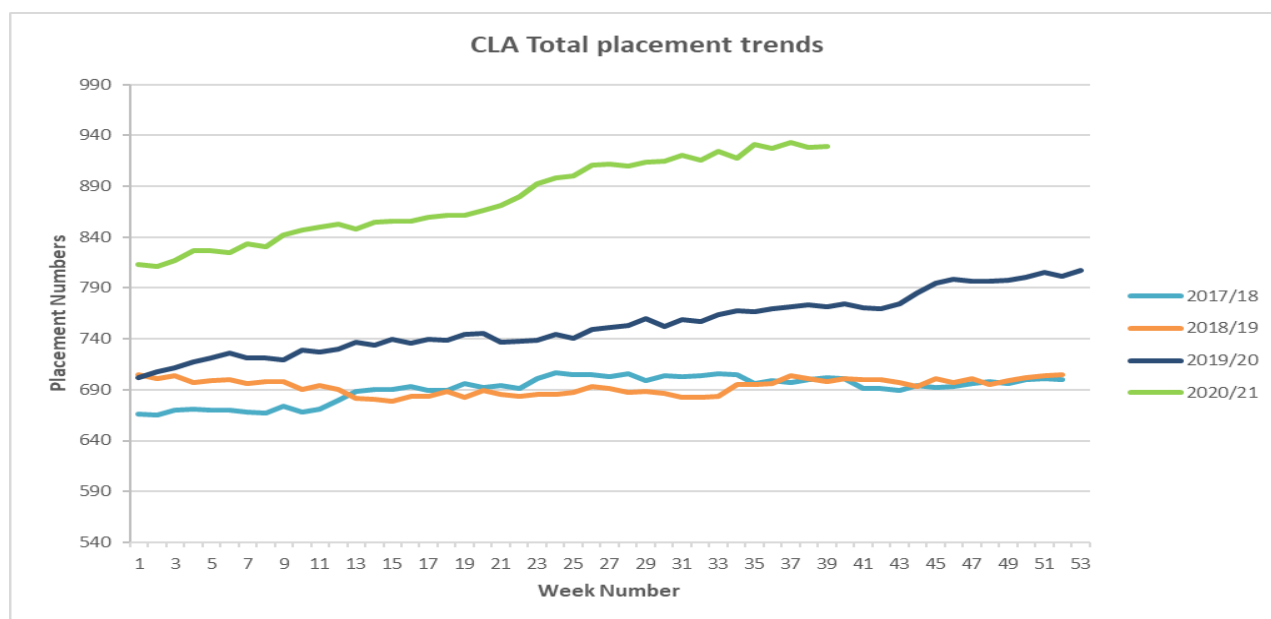
33. **The Children and Young People portfolio continues to project a £0.500m overspend.** The presentation above assumes where possible that all pandemic expenditure will be met by Covid-19 grant following the County Council's decision in September to allocate this funding during the year.
34. **Placement demand pressures** – The number of Children Looked After (CLA) increased by a net 18, from 911 in September to 929 by the end of December.

Graph 6: Number of Children Looked After Compared to the Budget Basis

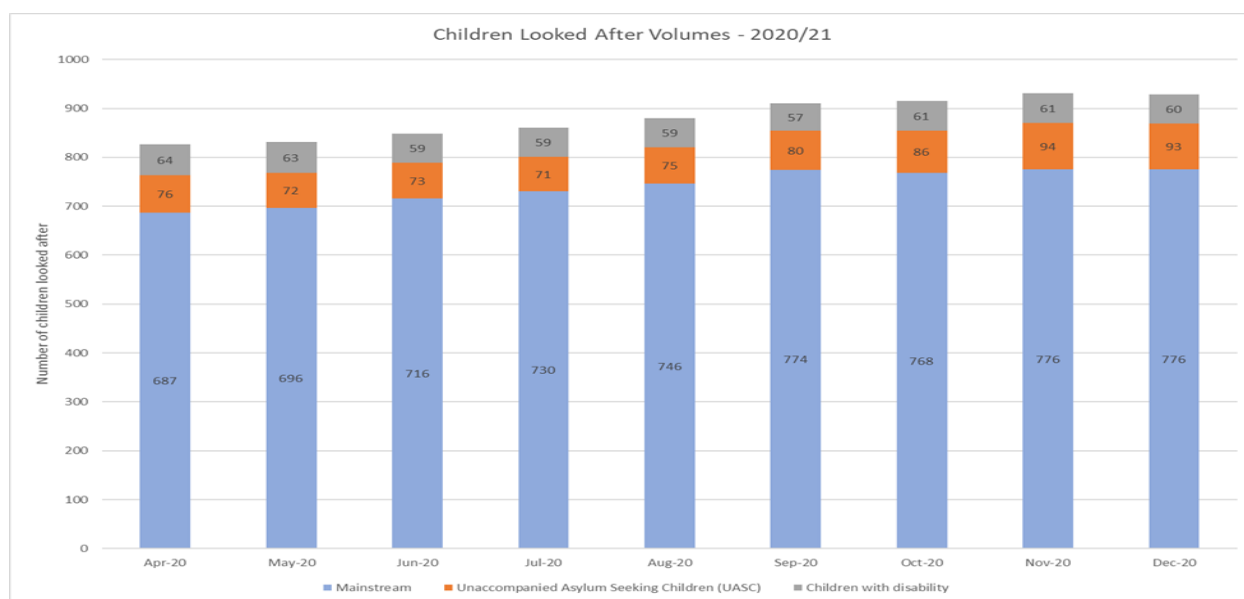


Note: An additional £3m of contingency budget was included in 2020/21 recognising the potential shortfall in funding as the number of children looked after continued to increase from predicted levels earlier in the budget process.

Graph 7: Total Children Looked After - Placement Trends



Graph 8: Volume of Children Looked After between April 2020 – December 2020 by Cohort - (Mainstream/ UASC and Children with Disabilities)



35. Although the rate of increase is lower than experienced in the first half of the financial year, the cost of placements overall has increased by £1.5m which demonstrates the financial impact of a continuing deterioration in the placement mix as well as increased unit costs for some key placement types.
36. For example, in a specific week in December, thirteen children left care and eight children became newly looked after, resulting in a reduction of five children looked after. However, as a number of the children who left care were in a placement type where there is no cost to the Council (e.g. placed for adoption) and of the new cohort, seven of the eight children were placed with external providers, the net impact was to add £0.017m per week to the projected cost of children looked after. This is further increased with a

number of changes to existing placements of other children looked after which resulted in the cost increasing by £0.023m per week (or £1.2m per year). This could be seen as an indicator of increased complexity of need, perhaps as a result of the impact of the pandemic on children and young people's emotional health and wellbeing, although this is difficult to categorically evidence.

37. The projection also includes a forecast for four "solo" placements. This is a new type of placement whereby the care needs of these young people are such that they cannot be accommodated with other young people.
38. The senior management team have now implemented a regular monthly monitoring review of all high cost placements to ensure that the placements are appropriate, proportionate and offer good value for money. The first review will be completed in January.
39. The weighted average unit cost for mainstream external placements was 4.8% higher in December 2020 than in March 2020. One of the key placement types where costs have increased significantly is independent fostering agency (IFA), where the average unit cost for the year to date is 5.5% higher than the average in 2019/20. This is one of the most used placement types, second only to internal foster care placements, so increases in unit costs will have a significant impact.
40. **Joint funding disability cases with Health** - There are a number of children supported by the disability teams where costs are shared with Health through Continuing Health Care (CHC) arrangements. Based on the current information for this financial year, a projected overspend of £0.450m is anticipated within this cohort.
41. **Client Spend – including Public Law Outline** - This is an area of spend which is inherently difficult to forecast, given the volume of transactions and their mostly one-off nature, however it is now clear that overspending is beginning to emerge. Further analysis is underway to determine if any of this spend relates to the pandemic and should be charged to the Covid-19 grant allocations.
42. **Early Help** - The forecast underspend for the Early Help budget has increased by £0.2m. This continues to be due to a number of posts being held vacant due to the pending re-design.
43. **Intentionally Homeless** – The number of families receiving support with accommodation has reduced by three since September. On the 8th January, the Government announced that the eviction ban currently in England is to be extended for a further six weeks until 21st February. It is now clear that there will be further underspending against the Intentionally Homeless budget with an overall £1m underspend now reported.

Graph 9: Intentionally Homeless Services – Accommodation Open Cases



44. **Children First Improvement Fund** – The improvement fund is projected to underspend by £2m in this financial year. This represents a further reduction of £0.5m from the position reported in September.
45. This variation is as a result of three main factors:
- A review of high-cost interim positions has been undertaken and alternative arrangements have been put in place at a lower cost.
 - The 12-month delay in the requirement to form a Children’s Trust. Several improvement positions were planned to be funded by a grant from the Department for Education (DfE) to assist the transition into a Trust. Not only will that grant now be deferred, but due to the delay, specific positions will be required for longer to ensure that the service re-design and transition preparation work continues at pace.
 - Some leadership development and staff training that had been planned to be delivered in the last quarter of this financial year has had to be postponed into next year due to the pandemic. This is partly to enable the service to maintain service continuity during the current lockdown, but also because the training is such that it requires face-to-face interaction which is not possible during current restrictions.
46. It is therefore anticipated that expenditure in 2021/22 will increase due to the activity slippage in 2020/21. The current plan assumes that £2m will be transferred into the Children First Improvement Reserve from the Contingency Budget by the 31st March to fund the future programme.
47. An update on the Children First Improvement Plan is reported in **Appendix 3**.

Economy and Corporate Resources

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£3.860m	Assumed funding from Covid-19 grant or County Council contingency	(£3.860m)	
Facilities Management SLA income shortfall and a reduction in car park income	£0.150m	Public Health contribution for central overhead charges	(£0.900m)	
		Projected in-year underspending from homeworking/ change in service delivery – Reactive cleaning, security, equipment, printing and staff training during the pandemic	(£0.338m)	
		Projected in-year underspending from homeworking/ change in service delivery – Members travel, expenses, refreshments and training during the pandemic	(£0.100m)	
		Reduction in professional fees to support One Public Estate delivery and reduction in revenue spend on Horsham Enterprise Park	(£0.220m)	
		Staffing vacancies and other underspending within the Communications Team	(£0.120m)	
		Minor underspending	(£0.067m)	
Economy and Corporate Resources Portfolio – Total	£4.010m		(£5.605m)	(£1.595m)

48. The **Economy and Corporate Resources portfolio is currently projecting a £1.595m underspend.** The underspending reported in the portfolio has increased by £0.519m when compared to September. The presentation above assumes where possible that all pandemic expenditure will be met by Covid-19 grant following the County Council's decision in September to allocate this funding during the year.
49. The main movements during the last quarter relate to reduced expenditure on furniture and fittings, security, shredding, reactive cleaning and printing due to less demand and usage of County Council buildings. In addition, the One Public Estate programme has been able to realise an early 2021/22 saving by reducing the cost of professional fees.
50. Also, there is an expected decrease in spend on staff training due to the number of courses which had to be altered at the start of the pandemic. HR have worked quickly to find alternative arrangements to enable training to continue during the year with many courses now available online.

Education and Skills

Pressures	(£m)	Mitigations and Underspensing	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£2.480m	Assumed funding from Covid-19 grant or County Council contingency	(£2.480m)	
Home to School Transport costs; predominantly Special Educational Needs	£0.795m	Staffing vacancies within the School Effectiveness and Inclusion Service	(£0.230m)	
Increasing utility costs within the Crawley Schools PFI contract	£0.200m	Projected in-year underspending from homeworking/ change in service delivery – Reduced staff travel/ vehicle mileage during the pandemic	(£0.072m)	
		Other minor variations	(£0.183m)	
Education and Skills Portfolio –Total	£3.475m		(£2.965m)	£0.510m

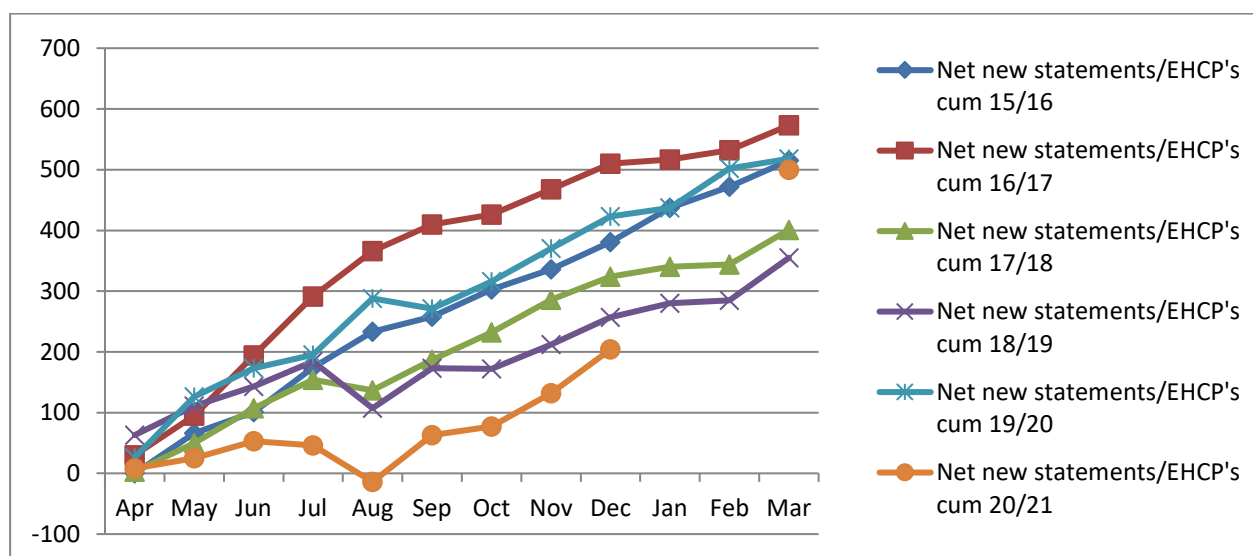
51. The **Education and Skills portfolio is currently projecting a £0.510m overspend.** The overspending reported in the portfolio has increased by £0.183m when compared to September. The presentation above assumes where possible that all pandemic expenditure will be met by Covid-19 grant following the County Council's decision in September to allocate this funding during the year.
52. The main movement during the last quarter relates to the Home to School Transport Service. The service overspent by £1.350m in 2019/20 due to increased complexities, demand and costs experienced since the start of the 2017/18 academic year. An additional £1.0m was added to this budget for 2020/21, but despite these additional funds, it is still estimated that this budget will be overspent by £0.8m this year. This is based on a current assumption of projected growth in eligible pupils and inflation beyond budgeted levels for expected taxi and escort usage. There is also a projected increase in mainstream school coach costs due to the full year effect of changes implemented in 2019/20.
53. Staffing underspends relating to vacancies within the School Effectiveness Service and Inclusion Services have reduced slightly, however there have been other mitigations within the portfolio to help offset the overall overspending position.
54. The portfolio's Covid-19 forecast expenditure has been revised, reducing the spending expectations in response to the pandemic following the national lockdowns which have affected the number of children who have required transportation to school.

Dedicated Schools Grant

55. The Dedicated Schools Grant (DSG) initial allocation in 2020/21 totals £638.3m and is made up of four separate funding blocks: Schools Block (£489.0m), High Needs Block (£91.3m), Central School Services Block (£7.5m) and Early Years Block (£50.5m).

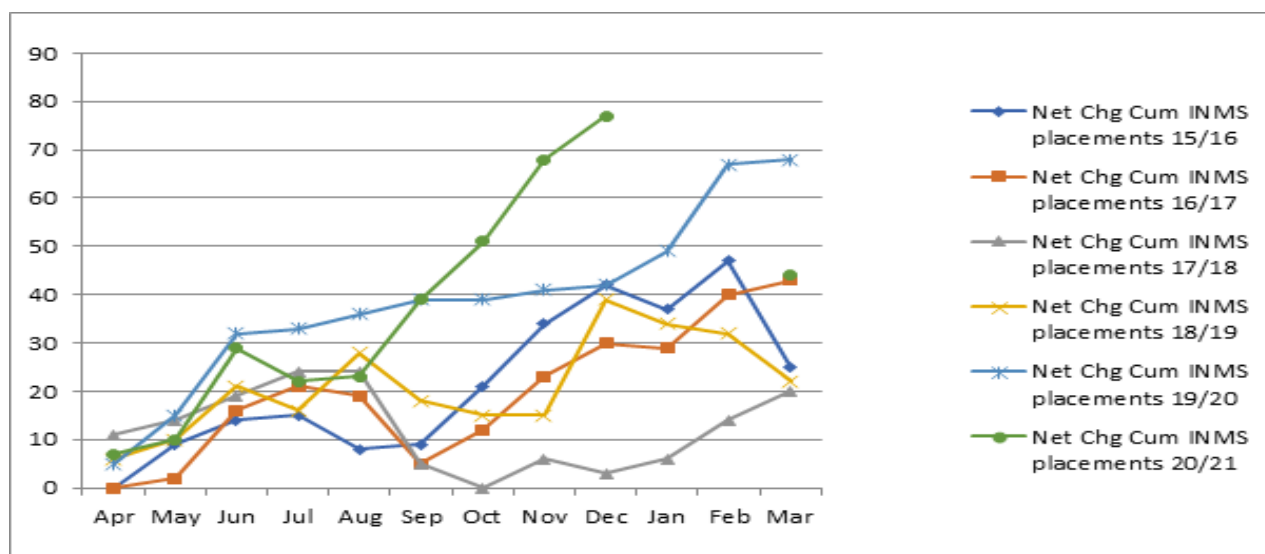
56. The balance on the Dedicated Schools Grant reserves at the beginning of the 2020/21 financial year stood at a deficit (£1.739m). After allowing for the retrospective additional DSG allocation for Early Years of £0.328m made in July, and a £0.064m correction to the High Needs allocation mistakenly allowed for twice in the original budget allocation for 2020/21, **the current balance in reserves stands at a deficit of (£1.347m).**
57. It is the in-year pressures within the High Needs block that are of greatest concern to the County Council. Our High Needs expenditure within West Sussex is largely driven by the number of pupils with an Education and Health Care Plan (EHCP).
58. The net increase in EHCP's for the year, as at the end of December 2020, is only 202. This is much lower than at the same stage over the last couple of years, largely due to the assessment process taking longer this year due to the pandemic. As a result, a large number of assessments are still in process and we are expecting numbers to continue to rise sharply over the Spring Term. Despite overall numbers being lower than planned, the number of high cost placements being made in the independent sector are running at almost double the number they have been over the last couple of years, which means our projected overspending is larger than in the past. With much of our planned increase in capacity at our Special Schools and Special Support Centres (SSC's) not becoming operational until September 2023, this pattern is set to continue for the next few years.

Graph 10: Education Health Care Plan (EHCP) – New Assessments



59. This year, despite a £10.7m increase in our High Needs DSG allocation, the High Needs block is still currently forecast to overspend by £11.1m. This is largely due to increased numbers of pre and post 16 pupils with complex needs requiring specialist placements and top up funding, increased fees in independent special schools, the demand for personal budgets and increased exceptional needs expenditure arising from the Children and Family Act 2014.

Graph 11: Cumulative Increase of Independent Non-Maintained School Placements



60. If there are no further savings or overspendings in 2020/21 there will potentially be a **DSG deficit balance of £12.130m** at the end of the financial year.

Table 6: Projected Dedicated Schools Grant Reserves Balance

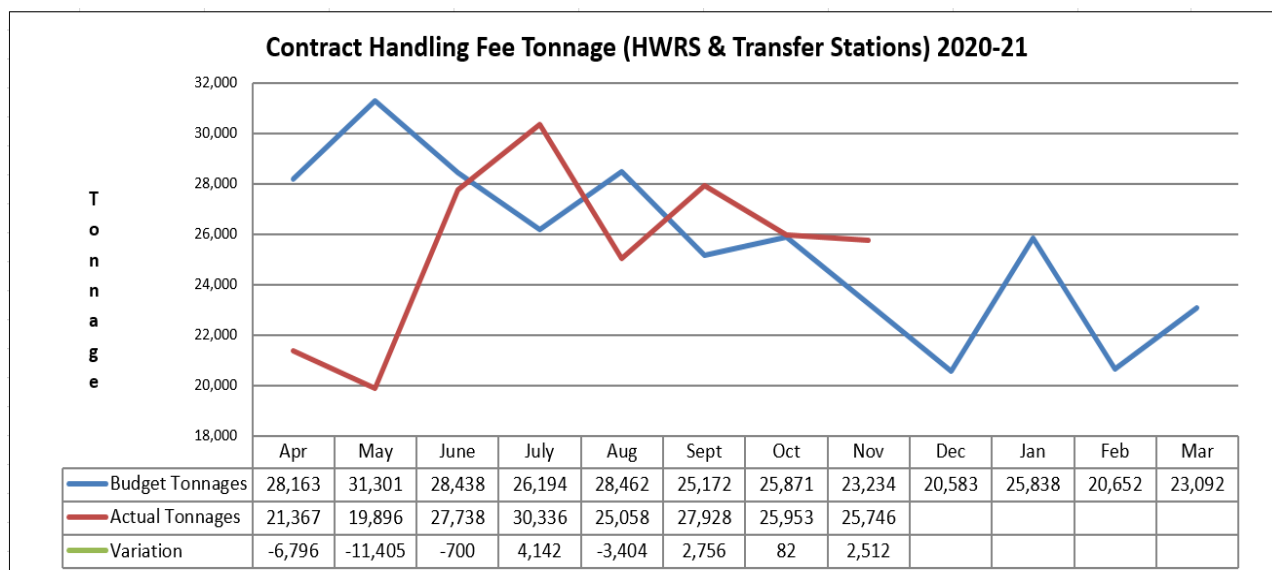
	Early Years DSG Reserve £m	Schools DSG Reserve £m	General DSG Reserve £m	Total DSG Reserves £m
2019/20 Opening Balance	Nil	£0.023m	(£1.762m)	(£1.739m)
2019/20 Early Years Adjustment	0	0	£0.328m	£0.328m
2020/21 High Needs Correction	0	0	£0.064m	£0.064m
Early Years Block	0	0	0	0
High Needs Overspending	0	0	(£11.145m)	(£11.145m)
Schools Underspending	0	(£0.023m)	£0.385m	£0.362m
Central Block	0	0	0	0
2020/21 Closing Balance	Nil	Nil	(£12.130m)	(£12.130m)

Environment

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£0.990m	Assumed funding from Covid-19 grant or County Council contingency	(£0.990m)	
Income loss on the sale of energy due to a down-turn in energy market rate	£0.781m	Projected underspend on corporate utility rates in 2020/21	(£0.193m)	
Shortfall in delivery of additional income (part 2019/20 & 2020/21 savings) due to delays in project creation	£0.440m	Projected in-year underspending from homeworking/ change in service delivery – Corporate utility usage	(£0.857m)	
Increase in insurance cost at the Mechanical and Biological Treatment Centre	£0.502m	Net reduction in waste (non Covid)	(£0.244m)	
Estimated shortfall on recycling income	£0.091m			
Environment Portfolio –Total	£2.804m		(£2.284m)	£0.520m

61. The **Environment portfolio is projecting a £0.520m overspend**, an increase in overspending of £0.008m when compared to September. The presentation above assumes where possible that all pandemic expenditure will be met by Covid-19 grant following the County Council's decision in September to allocate this funding during the year.
62. As previously reported, the Waste Service has been significantly impacted by the pandemic. During the year, the impact of the waste flow has changed dramatically, with more kerbside waste and recycling collected and less HWRS disposal.
63. Currently, the total volume of waste which is expected to be received in year remains unknown. In April and May, the volume and type of waste tonnage changed drastically with less tonnage entering the system due to the closure of household waste recycling sites. **Graph 12** shows the overall total tonnage entering the Household Waste Recycling Sites and Transfer Stations during the year compared to the budgeted volumes.

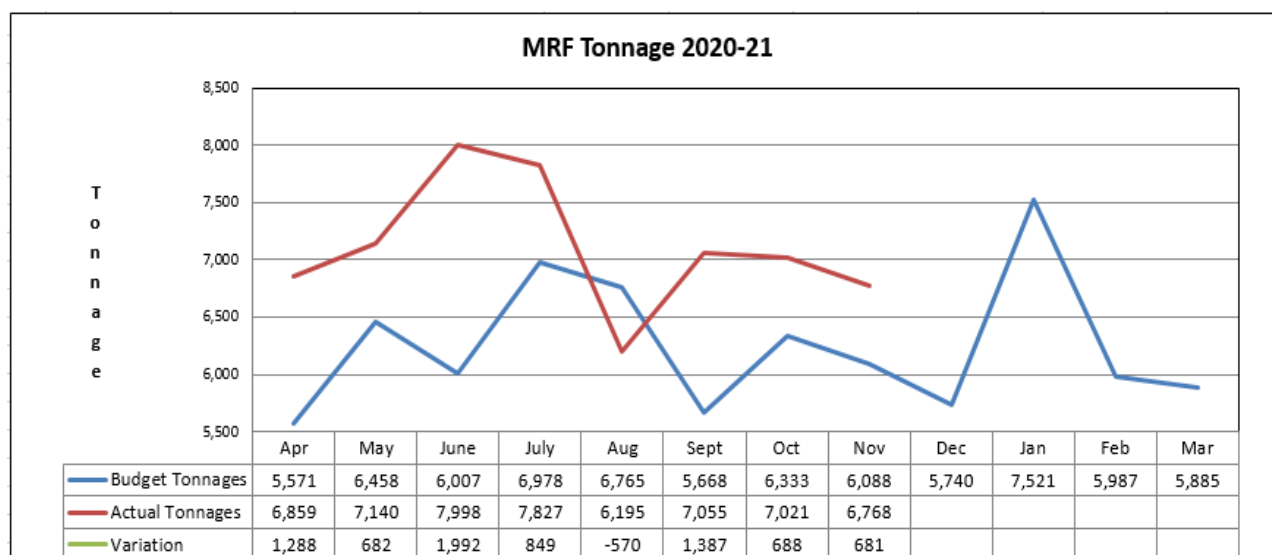
Graph 12: Waste Tonnage Entering Household Waste Recycling Sites and Transfer Stations Compared to Budget



Note: Household Waste Recycling Sites were close during April and May due to the first Covid-19 lockdown.

64. Also, it should be noted that the mix of waste and the increase in kerbside collections has added particular stress to the Material Recycling Facility (MRF) during the year. **Graph 13** demonstrates the stark increase of waste being sent to the MRF when compared the budgeted expectation.

Graph 13: Material Recycling Facility (MRF) Tonnage Compared to Budget



65. Waste tonnage levels have been increasing between September and November, but the volumes sent to landfill have been decreasing. This is a result of the service actively seeking alternative solutions to landfill which has meant that tonnages converted to refuse derived fuel (RDF) between September and November are 39% above projection. Whilst this intervention has helped mitigate the cost impact, the overall result of the increase in waste volumes, as well as the effects of the two lockdowns and tier system, has

increased the handling, transportation and disposal costs. These additional expenses are being charged directly to the Covid-19 grant.

66. The first lockdown resulted in more kerbside waste and impacted our recycling and disposal capacity and with more online Christmas shopping, it is likely that more packaging was produced during the festive season. The effect of this will become apparent in the coming weeks.
67. In addition, a fire at the Crawley Household Waste Recycling Site on the 17th July led to damage at the facility. Repairs to the building took several months and was re-opened on 11th December. The cost of these repairs has been met by our contractor and their insurance.
68. With many County Council buildings having a reduced occupancy in 2020/21 and with global reductions in energy prices, it is estimated that the utilities budgets will deliver a £1.050m underspending this year.
69. In September, we projected an expected over achievement of planning fee income of £0.3m following a strong first six months of income, however since this time, income from Highways Agreements have fallen and the impact of this has brought the full year forecast back into line with the budget. The reduction reflects the variable nature of this income stream and is not thought to be due to the impact of the pandemic, with activity remaining strong and developers continuing to bring schemes forward.

Finance

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£0.600m	Assumed funding from Covid-19 grant or County Council contingency	(£0.600m)	
Non-delivery of additional commercial investment property income saving	£0.275m	Tangmere Airfield rental income (Covid-19 testing site)	(£0.100m)	
Minor variations	£0.054m	Staffing vacancies and reduction of in year property management IT system costs	(£0.175m)	
Finance Portfolio –Total	£0.929m		(£0.875m)	£0.054m

70. The **Finance portfolio is projecting a £0.054m overspend**, a decrease in overspending of £0.275m when compared to September. The presentation above assumes where possible that all pandemic expenditure will be met by Covid-19 grant following the County Council's decision in September to allocate this funding during the year.
71. Recently, several opportunities have emerged which has reduced the portfolio overspending position. These items include an additional income of £0.100m following the use of Tangmere Airfield as a Covid-19 test site, a projected underspending of £0.115m across staffing budgets due to delays in filling vacancies and a £0.060m reduction of in-year costs associated with the replacement of a property management IT system.

Fire and Rescue and Communities

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£4.890m	Assumed funding from Covid-19 grant or County Council contingency	(£4.890m)	
Non-delivery of repurposing of key buildings saving	£0.150m	Projected in-year underspending from homeworking/ change in service delivery – Libraries and Community Services enforced service reduction during the pandemic	(£0.300m)	
Additional costs following the closure of the Electrical Services Group	£0.100m	Projected in-year underspending from homeworking/ change in service delivery – Reduced staff travel/ vehicle mileage during the pandemic	(£0.033m)	
Other minor variations	£0.033m			
Fire and Rescue and Communities Portfolio – Total	£5.173m		(£5.223m)	(£0.050m)

72. The **Fire and Rescue and Communities portfolio is projecting a £0.050m underspend**, a decrease in underspending of £0.100m when compared to September. The presentation above assumes where possible that all pandemic expenditure will be met by Covid-19 grant following the County Council's decision in September to allocate this funding during the year.
73. The main movement relates to redundancy costs associated with the closure of the Electrical Services Group within the Fire and Rescue Service. An update on the Fire Improvement Plan is reported in **Appendix 4**.

Highways and Infrastructure

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£4.090m	Assumed funding from Covid-19 grant or County Council contingency	(£4.090m)	
Ash Dieback emergency felling works	£0.400m	Staffing vacancies following the implementation of service redesign	(£0.260m)	
Minor Variations	£0.022m	Reduction in Street Lighting PFI electricity costs	(£0.200m)	
		Projected National Concessionary Fares underspend	(£0.200m)	
		Reduction in fuel during pandemic restrictions	(£0.100m)	
		Projected in-year underspending from homeworking/ change in service delivery – Reduced staff travel/ vehicle mileage and training during the pandemic	(£0.072m)	
Highways and Infrastructure Portfolio –Total	£4.512m		(£4.922m)	(£0.410m)

74. The **Highways and Infrastructure portfolio is projecting a £0.410m underspend**, an increase in underspending of £0.310m when compared to September. The presentation above assumes where possible that all pandemic expenditure will be met by Covid-19 grant following the County Council's decision in September to allocate this funding during the year.

75. Following the implementation of the Highways, Transport and Planning Service redesign, an underspending of £0.260m relating to staffing vacancies is now projected.

Leader

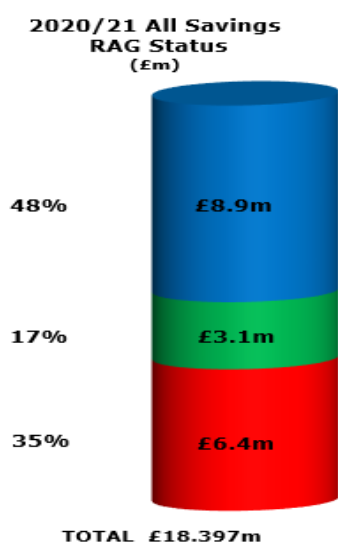
Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Restructuring costs	£0.081m	In year saving from sharing a Chief Executive with East Sussex	(£0.131m)	
Leader Portfolio –Total	£0.081m		(£0.131m)	(£0.050m)

76. The **Leader portfolio is projecting a £0.050m underspend**, a decrease in underspending of £0.081m when compared to September. The in-year saving which has arisen from sharing a Chief Executive with East Sussex County Council has been partly offset by a one-off cost following the restructuring of the Executive Leadership Team in 2019/20.

Outlook for the Savings Programme

77. The 2020/21 savings target across portfolio budgets is £18.4m. Of this amount, £12.0m (65%) is currently judged as on track and has either been delivered as originally envisaged or the saving has been achieved via a different mechanism and £6.4m (35%) is judged as red with no expectation of delivery.

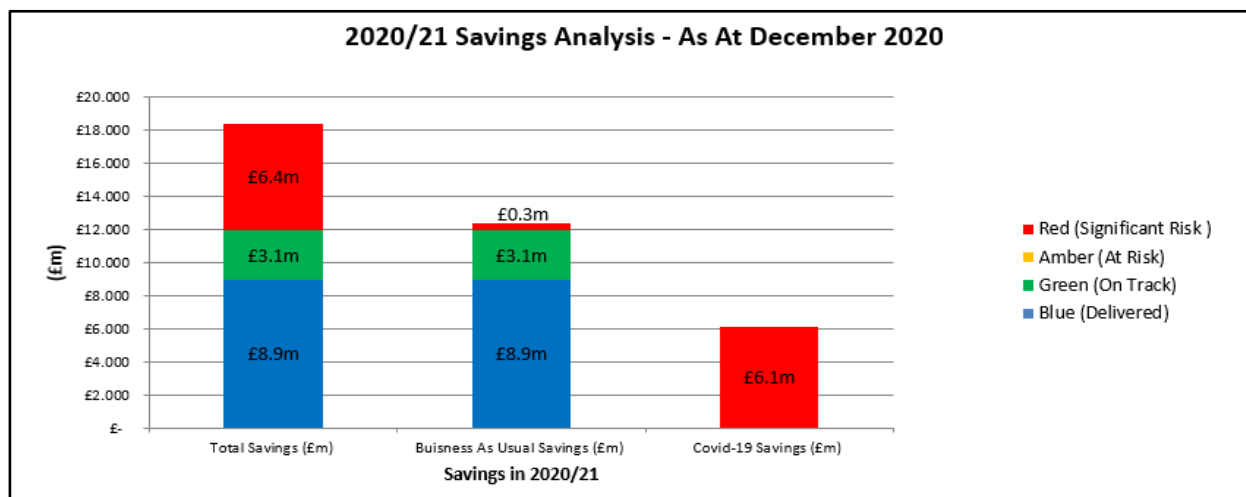
Graph 14: Savings Overview



78. The Covid-19 pandemic has affected a number of our in-year savings plans; therefore, to identify these savings separately from the business as usual challenges, **Graph 15** has been created to track the progress. Any saving values judged to be as 'at significant risk' due to the pandemic are reported as 'red' but the impact of the loss is reported in the Central Government Covid-19

Delta Return. Any saving values which are judged to be 'at significant risk' due to business as usual circumstances are also marked as 'red', however, the expected loss of saving is included in the council's business as usual overspend projection.

Graph 15: Analysis of savings as at 31st December 2020



79. **Graph 15** shows that only £0.3m of savings are currently considered to be 'at significant risk' due to business as usual issues and are included in the County Council's overspend projection.
80. £6.1m of the 'at significant risk' savings are included in the Central Government Covid-19 Delta Return. A list of the 2020/21 savings and their current RAG status is reported in **Appendix 5**.
81. In addition, there were a number of savings from 2019/20 that were not delivered permanently from the previous year, which are continuing to be monitored. The detail of these savings totalling £2.3m, are included in **Appendix 5**. Of this amount, £1.1m (46%) is currently judged as on track and has either been delivered as originally envisaged or the saving has been achieved via a different mechanism and £1.2m (54%) is judged as red with no expectation of delivery in this year. The red savings are reflected in the forecast outturn position.

Capital Programme

82. The capital programme; as approved by County Council in February 2020, agreed a programme totalling £103.4m for 2020/21. £2.5m of this expenditure, originally profiled to spend in 2020/21, was accelerated and spent in 2019/20, revising the capital programme to £100.9m (details are included in **Appendix 6**).
83. As part of the 2019/20 Budget Report, the County Council approved use of £5.3m capital receipts in 2020/21 to fund specific transformation projects. The report also listed further activities to which the Council could apply flexible use of capital receipts, including: customer experience,

Smartcore, community hubs, support in foster care capacity, waste recycling, transformation support and support for young people not in education, employment or training.

84. **Table 7** reports the latest projected position for each of the agreed projects.

Table 7: Updated of the Flexible Use of Capital Receipts – 2020/21

Project Description	Qualifying Expenditure	Estimated Project Cost as at February 2020	Estimated Project Cost as at December 2020
Continuous Improvement Expenditure	Investment in transformation across the whole council, <ul style="list-style-type: none"> customer services digital improvements in services. 	£0.7m	£0.4m
Customer Experience	Investment in specific projects across the Council to improve customer-facing work processes.	£1.4m	£0.1m
Recycling Credits	Initiatives with the district and boroughs to incentivise recycling and reduce demand pressure on the Council's Waste Service.	£2.0m	£0.3m
Fire Improvement	Investment required to effectively respond to the recommendations of the HMICFRS report published in June 2019 particularly in areas surrounding Fire Safety, prevention and protection.	£1.2m	£2.1m
Total		£5.3m	£2.9m

85. A review of work on these transformational projects found the pandemic has reduced the amount of forecast qualifying expenditure for 2020/21 on these specifically named projects to £2.9m. The reduced estimated expenditure is as a result of changes in teams' work during the pandemic, delays in the recycling credits waste project also due to the pandemic and scope to increase qualifying expenditure on the Fire Improvement project.

Service Transformation Fund

86. At the start of the year, the balance on the transformation reserve stood at £11.8m. As part of the 2020/21 budget agreed by County Council in February 2020, £4.9m was transferred to the revenue account to support previously approved projects. This was mainly to cover two areas work; maximising the benefits of implementing digital capabilities within our services (£2.2m) and the implementation costs of moving to the new enterprise resource plan platform (SAP replacement) (£1.5m).
87. The Covid-19 pandemic has affected our ability to deliver all our transformational aspirations, however there are some positive progress on some key areas.
88. The implementation of the SmartCore programme, including the replacement of the existing SAP system with Oracle Fusion has continued to progress. A

Programme Health Check was commissioned in November, which concluded that the programme would benefit from a resetting of the implementation plan. The reset plan has been developed and is now complete and being implemented; with a particular focus on capitalising upon the opportunities to make business processes more efficient and economic. The review on the scope of remaining work and the specific skills required has indicated that additional resource and specialist services are required to bring the project to completion, to be funded from the Service Transformation budget, with a decision report due to be considered in March.

89. As a result of the current pandemic, a number of projects associated with improving the Council's digital capabilities have been delayed and the cost in this financial year is unlikely to exceed £0.5m. As part of the 2020/21 budget, £2.8m was drawn down from the transformation fund to meet the expected costs of the planned projects. Given the delays to the programme and the reduced spending expectations, the remaining budget will be returned to the service transformation fund for future use. There are £2.4m of savings associated with these projects in year, however, due to delays from the pandemic it is anticipated that these savings will not be achieved in 2020/21, although work continues to progress these projects.
90. As we draw to the end of our main outsourcing arrangement with Capita at the end of September 2022, there will be a number of projects undertaken to ensure that we find the correct solution for future services; whether this is accepting services back in-house or continuing with an outsourcing arrangement. Work is underway on this substantial project to explore options to determine the best outcome for service delivery for our residents. In recent weeks, following a joint review by the County Council and Capita, a decision has been taken to transfer IT services back to the County Council as part of our new operating model. It is anticipated that the transfer of these services will be phased, with procurement activities beginning early this year and a full transition of services completed by the summer.
91. The latest estimated financial requirement for this project currently stands at £2.8m, with £1.1m of costs expected to be incurred in 2020/21. The costs associated with the options appraisal and anticipated costs of associated with implementing the new solutions will be met by the service transformation fund.

Workforce

92. Further to the workforce Key Performance Indicators (KPI's) detailed in **Appendix 7** and annotated commentary, there are a number of key areas to note:
93. In the September QPM, it was reported that short term sickness absence had been consistently lower since the start of the first government restrictions in March 2020 and the subsequent change to a predominantly home working model. In this quarter, the number of days lost to short-term sickness absence has increased and is now at a level just below the same quarter in 2019. This may indicate that the impact on the workforce and the changes made because of Covid-19 have now been normalised to some extent and we may be seeing a return to sickness levels experienced before the pandemic.

The level of short-term sickness absence during the next quarter will either help to confirm this view or show that this quarter's rise in short-term sickness was an exception.

94. There was a suggestion last quarter that employees using their own desks, chairs and other general office equipment may be a contributing factor rise in short-term sickness attributed to musculoskeletal issues. Musculoskeletal has remained the top reason for short-term sickness this quarter. An assessment has been made on the musculoskeletal sub-categories (back pain, knee injury etc) and this has found that there is general alignment of the sub-categories in their ranking and scale when compared to the same quarter in 2019. This may indicate that the previous link to employees using their own office equipment is not a significant reason for musculoskeletal being the top reason for absence. This area will continue to be monitored.
95. There has been an increase in the percentage of calendar days lost due to anxiety/stress during Covid-19, particularly for long-term sickness. The number of days attributed to this reason for absence are higher this quarter than in the same quarter in 2019. This might indicate that employees are beginning to experience higher levels of anxiety/stress as a result of factors associated with the pandemic and not necessarily work related.
96. For West Sussex County Council overall and for long term sickness, there has been no change in the order of the top four sickness absence categories since the start of the pandemic. The relative scale of each category has remained fairly consistent since March 2020.
97. There has been a noticeable drop in 'respiratory, cold and flu' this quarter with this category ranked as the fourth highest reason for absence compared to the same quarter in 2019 when it was the second highest reason for sickness absence. This might be due to several factors, but social distancing and the wearing of masks and higher reported uptake of the flu vaccine this winter are likely to have been significant contributing factors.

Corporate Risk Register

98. **Appendix 8** provides a copy of the latest Corporate Risk Register alongside a quarterly review of the key risks and relevant changes to the risk profile/exposure of the County Council.
99. No new risks have been added to the Corporate Risk Register this quarter, however the following changes have been made to the Risk Register:
 - **Corporate Risk #1 – No Deal Brexit** - Removed from Corporate Risk Register.
 - Recent deal removed this as a concern.
 - Services managing any ramifications of the Brexit deal as BAU through Business Continuity Plans and directorate risk registers.
 - **Corporate Risk #7 – Non-compliance and lack of standardisation in some systems and processes** – Severity decreased from 12 to 8.
 - To reflect effectiveness of mitigating actions.

- **Corporate Risk #11 – Recruiting and retaining staff**– Severity decreased from 16 to 12.
 - To reflect effectiveness of mitigating actions.
 - **Corporate Risk #22 – Financial Sustainability of Council Services** – Severity decreased from 25 to 16.
 - 2021/22 balanced budget approved.
 - Risk now focussed on 2022/23 budget, tolerated, and monitored regularly. Reference to HMIC FRS and Ofsted removed from risk description as an additional financial pressure for 2022/23.
 - **Corporate Risk #50 – Lack of Health and Safety awareness and accountability**– Severity decreased from 16 to 9
 - To reflect effectiveness of mitigating actions.
 - **Corporate Risk #59 – Benefits from transformation are not realised** – Removed from the Corporate Risk Register.
 - Transformation is now being managed by respective services.
 - **Corporate Risk #65 – Corporate leadership, governance and culture** – Severity decreased from 12 to 8.
 - To reflect effectiveness of mitigating actions.
 - **Corporate Risk #67 – Setting up Children’s Trust diverts County Council resources** – Remove from Corporate Risk Register.
 - Due to positive feedback on progress and the announcement to defer judgement for at least a year.
 - Risk not considered a current concern, however the programme will be continuously monitored and reported to the Executive Leadership Team (ELT).
 - **Corporate Risk #68 – Services will fail to deliver existing work plans due to Covid-19 response** – Severity increased from 20 to 25.
 - To reflect increased strain on services and staff.
 - **Corporate Risk #69 – Children’s Services will fail to deliver an acceptable provision to the community** – Severity decreased from 25 to 20.
 - To reflect progress of Children First Improvement Plan and recent Children’s Trust judgement.
 - **Corporate Risk #70 – Lack of capacity to deal with strategic/organisational issues due to Covid-19 response** – Severity increased from 12 to 16.
 - Due to current and future ramifications of the imposed lockdown.
 - **Corporate Risk #71 – Mental and physical wellbeing (and emotional resilience) of staff** – Severity decrease from 16 to 8.
 - To reflect effectiveness of mitigating actions.
100. **Table 8** summarises the risks on the Corporate Risk Register with the current severity graded above the tolerance threshold:

Table 8: Corporate Risks with Severity above the Tolerance Threshold

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR39a	Cyber-security	25	25
CR58	Failure of social care provisions	25	25
CR68	Services will fail to deliver existing work plans due to Covid-19 response	20	25
CR69	Children's services will fail to deliver an acceptable provision to the community	25	20
CR70	Lack of capacity to deal with strategic and organisational issues	12	16

101. Operational Covid-19 risks are considered and managed with the services, either through the production of new risks or applying ramifications to an existing risk and its assessment. In addition, corporate Covid-19 risks are captured and controlled by the County Council's Covid-19 Response Team. The Corporate Risk Manager presents a summary of risks by theme and workstreams to the Executive Leadership Team (ELT) each month for consideration.
102. **Table 9** summarises the current key corporate Covid-19 risks.

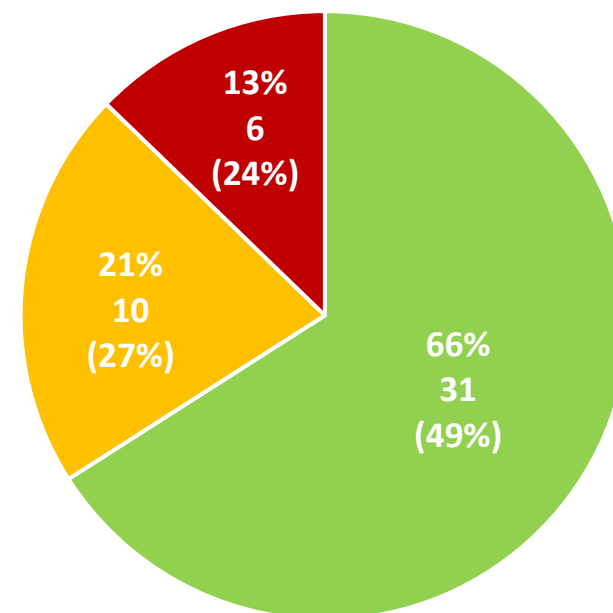
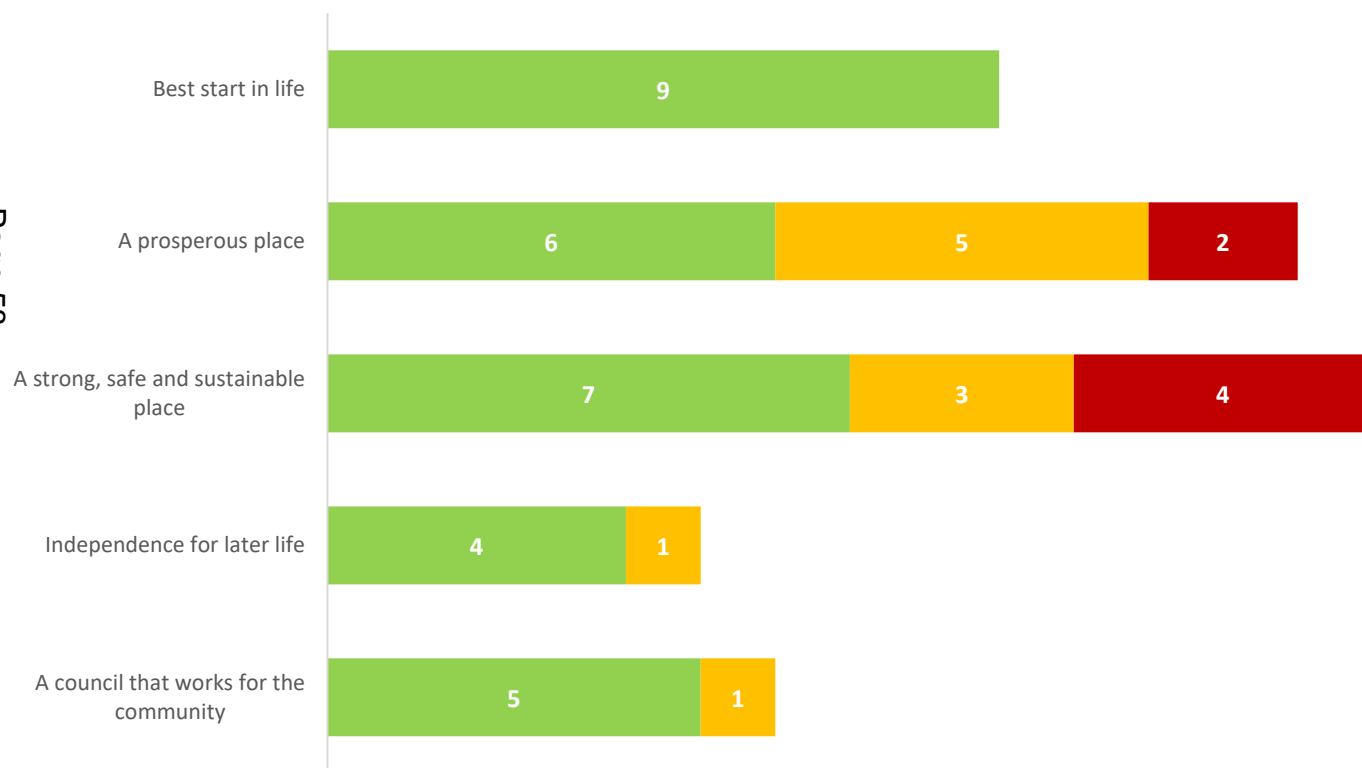
Table 9: Key Corporate Covid-19 Risks

Key Corporate Covid-19 Risks
Staff Shortage in Adults Services for older people's visits
Community Hubs may not have enough staff capacity to manage an increase in demand , resulting in a failure to deliver essential food and medicine to vulnerable people.
Providers are increasingly unwilling to accept new placements which may cause a reduction in external placements and in-house foster care arrangements. This will lead to children not being looked after, becoming more vulnerable and at risk of harm.
Care homes are struggling to maintain an economically sustainable number of residents when experiencing deaths due to Covid-19 (>50% occupancy required). This lack of revenue creates a risk of care home closures which would then require financial intervention by WSCC to prevent this from occurring.

December 2020 QPM Performance Report

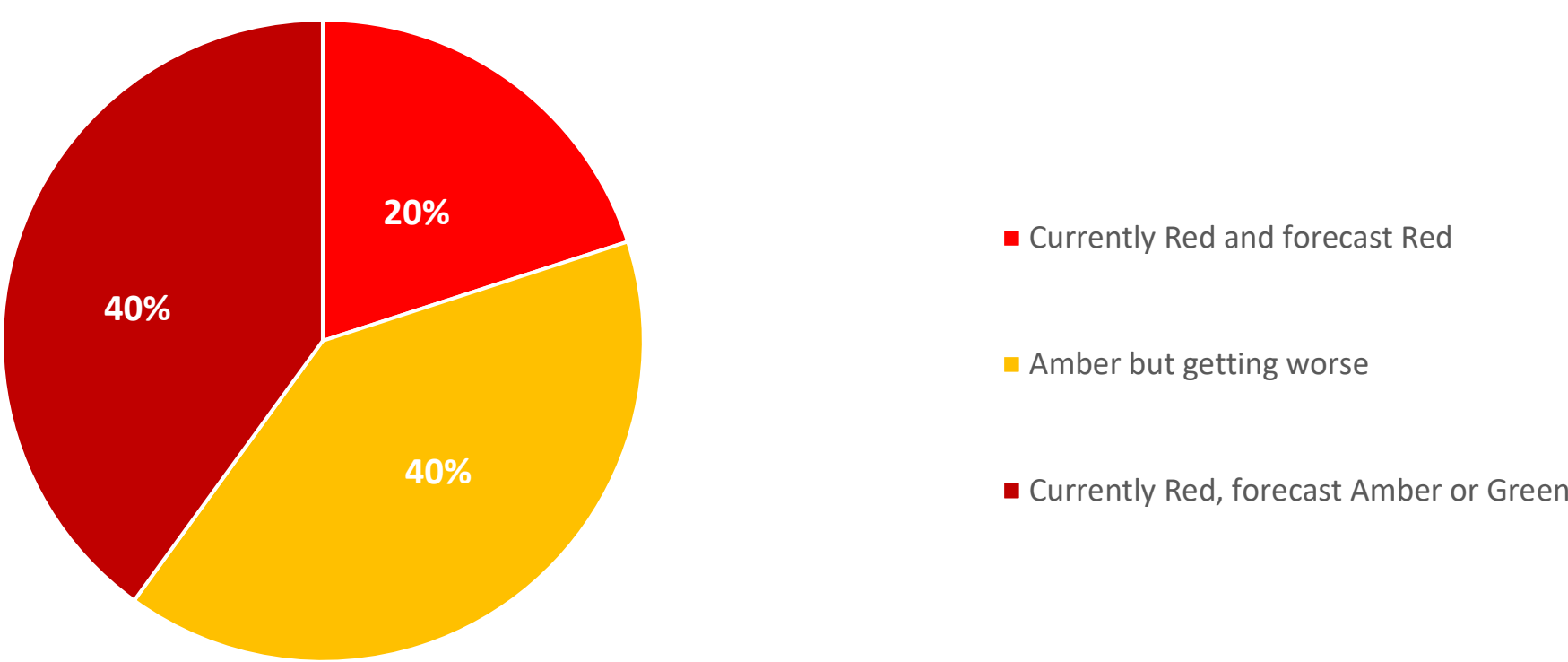
This report provides the latest position against the West Sussex Plan (2017-22) and includes commentary against measures that are not on track to meet their target. The 2019/20 targets have been reprofiled for the year to reflect updated benchmarking data. The [West Sussex Performance Dashboard](#) provides the latest performance in more detail.

2020/21 year-end forecast of our 47 measures of success



*March 2020 outturn in brackets

Exception Report



Monthly/Quarterly Measures																	
No	Measure	2022 Target	2020/21 Milestone	Metric	Jul-20		Aug-20		Sep-20		Oct-20		Nov-20		Dec-20		Year End Forecast
10	Children Looked After with 3 or more placements during the year	Top Quartile of statistical neighbours by 2022 (currently ≤ 10%)	11%	Percentage	10.7%	↓	8.5%	↓	8.5%	↔	9.7%	↑	10.7%	↑	11.8%	↑	G
39	Average time between a child entering care and moving in with their adoptive family	≤365 days by 2022	426	Number	511.38	↑	504.34	↓	509.65	↑	514.41	↑	508.62	↓	502.97	↓	R
49	Quality of care in homes: ratio of care home providers rated good or outstanding by the Care Quality Commission	Top quartile of statistical neighbours by 2022 - 85.3%	83%	Percentage									81.4%	↓	81.2%	↓	A
160	CLA placed outside LA boundary and more than 20 miles from where they used to live	15% or less by 2022	0.15	Percentage					15.3%	↑					17.0%	↑	G

Annual Measures											
No	Measure	2022 Target	2020/21 Milestone	Metric	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Year End Forecast
21	Business start-ups	Top quartile of statistical neighbours by 2022 - 11.33%	11%	Percentage	10.8% ↓	10.5% ↓	10.4% ↓	Due Dec-21 ▲			A

December 2020

In November a number of measures were reintroduced after a period of being suspended due to the impact of Covid19. These are:-

- Healthy weight 10-11-year olds
- Apprentices in West Sussex
- Air Quality Management Areas where air quality is improving
- Households living in temporary accommodation per 1,000 households
- Quality of care **in** homes: care home providers rated good or outstanding by the Care Quality Commission
- Quality of care **at** home: care at home care providers rated good or outstanding by the Care Quality Commission

Highlights


(5) - Families turned around. The new target of 4,600 for 2021 has already been met.


(6) - Healthy weight 10-11-year olds. Although performance has fallen slightly from 70.4% to 69.8%, West Sussex ranks 7th best of all 151 local authorities. England average is now 63.4% and we remain in the top quartile of all Local Authorities.

(35) - Calls to critical fires where the first fire engine met our emergency response standard – performance continues to improve (92.1%) and currently exceeds the target of 89%.


Challenges


Best Start in Life

Measure No:	10	Milestone: 10.5%	Dec-20
Children Looked After with 3 or more placements during the year	Top Quartile of statistical neighbours by 2022 (currently $\leq 10\%$)	11.8%	
Performance		Recovery Actions	
Of the 17 children added to this cohort in December 7 were within the UASC service who experienced necessary temporary moves upon entering our care as they spend periods in Covid secure accommodation. Five of these children were under the age of 4 and experienced an emergency move at the outset of care proceedings. 11 of the 17 children are over the age of 16 and have had moves between supported accommodation provisions.		For the latter group of children, we are working on a 'new needs assessment', to be introduced to ensure placements are better matched to young people's needs and abilities from the start to reduce unnecessary moves. This will take place across January and February 2021.	

Measure No:	160	Milestone: 15%	Dec-20
CLA placed outside LA boundary and more than 20 miles from where they used to live	15% or less by 2022	17%	
Performance		Recovery Actions	
<p>The significant increase in numbers of children entering care has led to a reduction in capacity of local placements.</p> <p>We have also absorbed asylum seeking children from other areas as part of the National Transfer Service who we have had to place out of area, whilst not near to their social workers.</p>		<p>A review is being undertaken in respect of our fostering service including looking at payments. Proposed changes may make carers more amenable to taking multiple children given the identified challenge that taking additional siblings is not currently met with sufficient funding. This will enable an increase in local placements and a reduction in the need to separate siblings.</p> <p>The Numbers of Children We Care For group meets fortnightly as a subgroup of the wider Permanence Group and is working on issues including the processes and scheme of delegation for children entering care and improving our work in returning children home. The decrease of children in care would mean we would be less likely to need to accept placements at a distance.</p>	

A Prosperous Place

Measure No:	21	Milestone: 11.2%	2020/21	
Business start-ups		Top quartile of statistical neighbours by 2022 - 11.33%	10.4%	
Performance		Recovery Actions		
The latest Business Demography data, released in November 2020, relates to trends up to 2019. In 2019 the start-up rate in West Sussex was 10.4%, lower than the national (13.2%) and regional (11.9%) average. Over the last 5 years, generally the start-up rate has fallen in line with the national and regional trends. Compared to the 18 upper tier and unitary authorities in the South East Region, West Sussex has one of the lowest start-up rates in the region, and the county does not lie in the top quartile compared with its statistical neighbours.		Actions including the provision of start-up space and support for businesses to start and grow, as set out in the West Sussex Economic Reset Plan.		

Measure No:	29	Milestone: 7.3%	2020/21	
16-17-year olds who are not in education, employment or training - includes 'unknowns' .		Top quartile of Local Authorities nationally by 2022 - <3.8%	9.6% (prov.)	
Performance		Recovery Actions		
The measure now incorporates those with 'unknown' status. Each year the cohort is reset in September, so the status of all young people is considered "not known" and the process of changing statuses to employment, education or training (EET), NEET or still unknown starts. Therefore, the picture in each authority, depending on their progress can differ widely. For this reason, the DfE use a data average of December, January and February to publish final results. Therefore, the latest result is just an indicator.		Over 500 young people who are NEET are currently being supported by our team of careers advisers and many are gradually re-engaging with education and training, many building up their confidence and skills by starting on short term employability courses before moving on to more full time education, training or employment opportunities. There remains a number of young people with complex issues for whom we are working with our partners to ensure the right support is made available for them so that they can also progress.		

A strong, safe and sustainable place

Measure No:	39	Milestone: 426	Dec-20
Average time between a child entering care and moving in with their adoptive family	≤365 days by 2022	502.97	↓
Performance		Recovery Actions	
There has been a slight reduction on time taken for children to move in with their adoptive family. It is possible in future months this number may rise given the extension of court proceedings due to the previous and renewed impact of COVID 19.		As part of the work of the strategic group, a new workflow for adoption with timescales is being taken to the policy and practice group to ensure clarity of roles, responsibilities and expectations of workers in Children's Services and Adoption South East.	









Monthly/Quarterly Measures

Best Start in life		Target	20/21 Milestone	H/L	Baseline	Jul-20		Aug-20		Sep-20		Oct-20		Nov-20		Dec-20		Year End Forecast
5	Families turned around	≥3,940 by 2020	4,600	H	1,281					4,577	↑					4,600	↑	G
8	West Sussex Children Looked After per 10,000	Top quartile of statistical neighbours by 2022 - ≤40.5	52.00	A	41.20	49.40	↑	50.08	↑	52.18	↑	52.35	↑	52.97	↑	52.80	↓	G
9	West Sussex children subject to Child Protection Plan for 2 years or more	Top quartile of statistical neighbours by 2022 - ≤1.35%	2.30%	L	2.40%	0.95%	↑	0.91%	↓	0.53%	↓	0.63%	↑	0.42%	↓	0.42%	↔	G
10	Children Looked After with 3 or more placements during the year	Top Quartile of statistical neighbours by 2022 (currently ≤ 10%)	10.5%	L	10.7%	10.7%	↓	8.5%	↓	8.5%	↔	9.7%	↑	10.7%	↑	11.8%	↑	G
11	Review of Child Protection Conferences completed in timescales	≥99% by 2022	99.0%	H	96.6%	99.3%	↓	96.4%	↓	97.6%	↑	99.4%	↑	95.8%	↓	98.8%	↑	G
12	Child Sexual Exploitation - cases managed at medium or low levels of risk	≥80% by 2022	100%	H	75%					100%	↔					100%	↔	G
160	CLA placed outside LA boundary and more than 20 miles from where they used to live	15% or less by 2022	15.0%	L	13.5%					15.3%	↑					17.0%	↑	G
161	Percentage of Care Leavers that the LA is in touch with	Average of statistical neighbours by 2022 - ≤ 89%	89.0%	H	90.3%					93.0%	↔	96.0%	↑	93.3%	↓	89.3%	↓	G
A prosperous place		Target	20/21 Milestone	H/L	Baseline	Jul-20		Aug-20		Sep-20		Oct-20		Nov-20		Dec-20		Year End Forecast
23a	Access to superfast fibre broadband	Additional 8,000 premises have access to superfast fibre by 2022	0	H	1,203					8,199	↔					Measure Complete	▲	G
28	Economically active 16-64 year olds who are employed	Remain in top quartile of statistical neighbours by 2022 - ≥ 80.45%	80.5%	H	80.2%	80.2% (Jun-20)	↓			Due Jan-21	▲							G

A strong, safe and sustainable place		Target	20/21 Milestone	H/L	Baseline	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Year End Forecast						
35	Calls to critical fires where the first fire engine met our emergency response standard	90% by 2022	89.0%	H	87.3%			89.0%	↓			92.1%	↑	A				
37	Operation Watershed fund allocated to community projects	103 projects supported by 2022	93	H	50			93	↑			93	↔	G				
38	Households living in temporary accommodation per 1,000 households	Top quartile of statistical neighbours by 2022 - ≤0.56	1	L	1.50			2.3 (Jun-20)	↑					R				
39	Average time between a child entering care and moving in with their adoptive family	≤365 days by 2022	426	L	467	511.38	↑	504.34	↓	509.65	↑	514.41	↑	508.62	↓	502.97	↓	R
40	Safe and Well visits carried out for those at highest risk	19,800 by 2022 cumulative	15,800	H	4,000			15,487	↑					16,474	↑		G	
41	Reports of crime in West Sussex - overall crime recorded per 1,000 population	below the regional average by 2022 - 80.5	81.8	L	56.1			68.1	↓								G	
42	Reports of hate crime - Total number of reports received by the Hate Incident Support Services (HISS)	800 reports per annum totalling 4,000 by 2022	800	H	641			661	↑								G	
43	Renewable energy generated by WSCC	50% increase on baseline by 2022	9,141 MWh	H	6,094 MWh			12,165 MWh	↑					13,816 MWh	↑		G	
44	Carbon reduction achieved by WSCC in tonnes emitted	50% decrease on baseline by 2022	0	L	32,022			15,100	↔					Measure Complete	▲		G	
Independence for later life		Target	20/21 Milestone	H/L	Baseline	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Year End Forecast						
49	Quality of care in homes: ratio of care home providers rated good or outstanding by the Care Quality Commission	Top quartile of statistical neighbours by 2022 - 85.3%	83.0%	H	79.0%					81.4%	↓	81%	↓			A		
50	Quality of care at home: ratio of at home care providers rated good or outstanding by the Care Quality Commission	Top quartile of statistical neighbours by 2022 - 91.3%	91.0%	H	90.0%					92.2%	↑	92%	↓			G		

A council that works for the community		Target	20/21 Milestone	H/L	Baseline	Jul-20		Aug-20		Sep-20		Oct-20		Nov-20		Dec-20		Year End Forecast
59	Freedom of Information requests responded to within time	95% by 2022	95.0%	H	80.0%	89.0%	↑	88.0%	↓	80.0%	↓	86.0%	↑	89.0%	↑	89%	↔	A
60	Formal member meetings webcast	Increase by 10% each year to 2022 to 36.4%	33.8%	H	26.0%					100.0%	↔					100%	↔	G
61	Residents subscribing to receive online updates on the democratic process	Increase by 100 each year to 2022 from Mar 2019 to 23,458	23,358	H	18,851					32,742	↑					37,568	↑	G
62	Decision transparency	75% the number of key decisions published in the Forward Plan at least 2 months prior	72.5%	H	64.0%					64.0%	↓					70.0%	↑	G
63	Social media presence of the Council: residents interacting with the Council's social media platforms - Facebook likes	Increase by 10% each year to 2022 from Mar 2019	7,381	H	3,986	10,728	↑	10,921	↑	11,187	↑	11,521	↑	12,096	↑	12,540	↑	G
66	The County Council's response to recommendations from customer complaint resolutions	100% by 2022	90.0%	H	94.0%											100%	↔	G























Annual Measures

Best Start In Life		Target	20/21 Milestone	Aim H/L	Baseline	2017/18		2018/19		2019/20		2020/21	Year End Forecast	
6	Healthy weight 10-11 year olds	Top quartile of all Local Authorities by 2022 - >67%	67.0%	H	70.3%	70.2%	↓	70.4%	↑	69.8%	↓	Due Dec-21 	G	
A Prosperous Place		Target	20/21 Milestone	Aim H/L	Baseline	2017/18		2018/19		2019/20		2020/21	Year End Forecast	
21	Business start-ups	Top quartile of statistical neighbours by 2022 - 11.33%	11.2%	H	12.20%	10.80%	↓	10.46%	↓	10.40%	↓	Due Dec-21 	A	
22	Business survival and retention (5 year survival rate)	Top quartile of statistical neighbours by 2022 - >47.24%	47.0%	H	43.30%	47.00%	↑	46.08%	↓	46.70%	↑	Due Dec-21 	A	
23b	Coverage of superfast fibre broadband	96% West Sussex coverage by 2022	95.0%	H	95.0%	95.6%	↔	95.9%	↑	96.4%	↑	96.7%	↑	G
24	Additional school places delivered	Total school places 127,256 by 2022	129,680	H	109,017	126,143	↔	127,323	↑	128,422	↑	128,457	↑	G
25	Cycling - total length of cycle path - new installations	60% increase by 2022 on the amount of new installation	25.53km	H	0.00km	5.57km	↔	11.37km	↑	28.65km	↑	33.60km	↑	G
26	Road conditions - A roads considered poor and likely to require planned maintenance (for a 2 year period)	5% or less by 2022	5%	L	5%	3%	↓	4%	↑	4%	↔	5%	↑	G
27	Average gross weekly earnings for full time workers resident in West Sussex (calendar year)	Top quartile of statistical neighbours by 2022 - ≥£593.40	£593.40	H	£593.40	£554.10	↓	£574.90	↑	£602.20	↑	£575.40	↓	A
29	16-17 year olds who are not in education, employment or training - measure now includes ' unknowns'.	Top quartile of Local Authorities nationally by 2022 - <3.8%	7.3%	L	0.0%	9.3%	↔	8.8%	↓	11.1%	↑	9.6%	↓	A
30	Apprentices in West Sussex	≥7,390 by 2022	7,038	H	5,790	4,790	↓	4,860	↑	Due Mar-21 		Due Mar-22 	R	
31	Adults with learning disabilities who are in paid employment	England average or better by 2022 - 6%	4.9%	H	2.2%	3.2%	↑	2.0%	↓	2.1%	↑	Due Jul-21 	R	
33	Economic growth - GVA	Above South East average by 2022 - £30,356	£30,356	H	£25,221	£26,304	↑	£26,589	↑	Due May-21 		Due Dec-21 	A	

A Strong, Safe and Sustainable Place		Target	20/21 Milestone	Aim H/L	Baseline	2017/18		2018/19		2019/20		2020/21	Year End Forecast
7	Emergency Hospital Admissions for Intentional Self-Harm, per 100,000 population	Top quartile of statistical neighbours - 183.16	191.20	L	220.30	222.2	↑	235.1	↑	Due Mar-21		Due Mar-22	R
34	Air Quality Management Areas where air quality is improving	improvement each year for all 10 areas by 2022	10	H	9	8	↔	8	↔	9	↑	Due Dec-21	A
36	People killed or seriously injured in road traffic accidents per billion vehicle miles	Top quartile of statistical neighbours by 2022 - ≤54	68	L	103	102	↓	104	↑	118	↑	Due Sep-21	R
46	Household waste sent to landfill	9% by 2022 (top quartile)	10.0%	L	49.0%	39.0%	↓	30.2%	↓	18.1%	↓	Due Aug-21	A
48	Areas of Outstanding Natural Beauty in West Sussex - Up-to-date Management Plans adopted for the two AONB	100% of plans reviewed every 5 years	100%	L	100%	100%	↔	100%	↔	100%	↔	Due Apr-21	G
Independence For Later Life		Target	20/21 Milestone	Aim H/L	Baseline	2017/18		2018/19		2019/20		2020/21	Year End Forecast
51	People who use services who say that those services have made them feel safe and secure	95% by 2022	94.0%	H	82.9%	87.1%	↓	91.9%	↑	93.0%	↑	Due Jul-21	G
54	Emergency admissions for hip fractures in those aged 65+, per 100,000	Maintain at 612 per 100,000 by 2022	612	L	578	569	↓	560	↓	Due Feb-21		Due Feb-22	G
55	Social isolation - adult social care users who have as much social contact as they would like	50% by 2022	48.0%	H	45.8%	41.2%	↓	46.0%	↑	48.0%	↑	Due Jun-21	G


Monthly/quarterly measures suspended for the remaining 2020-21

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Measures for success		Report Cycle	Target	2020/21 Milestone	Aim High /Low	Baseline	Feb-20	Mar-20	Jun-20	Note	
Best start in life 											
	2	West Sussex schools that are judged good or outstanding by Ofsted	Monthly	Top quartile of all Local Authorities by 2022 - currently >91.5%	91.0%	H	81.6%	87.6% 	87.6% 	No results due until summer 2021	This activity has been suspended until Summer 2021 - source - gov.uk press release - 3/12/2020
	3	Pupils attending West Sussex schools that are judged good or outstanding by Ofsted	Monthly	Top quartile of all Local Authorities by 2022 - currently >91.1%	90.0%	H	81%	86.5% 	86.6% 	No results due until summer 2021	This activity has been suspended until Summer 2021 - source - gov.uk press release - 3/12/2020
	4	Attendance of West Sussex Children Looked After at their school	Monthly	Top quartile of all Local Authorities by 2022 - 96.1%	95.5%	H	92.7%	90.2% 	90.6% 	No results due until summer 2021	Next data due Jan 2021 for Autumn 2020
	13	West Sussex children placed in residential homes rated good or outstanding	Quarterly	90% by 2022	89%	H	84%		95.8% 	Measure replaced	Measure has been replaced with measure 160 - CLA placed outside LA boundary and more than 20 miles from them where they used to live
	19	Reoffending rates for children and young people (aged 10 to 17)	Quarterly	Top half of statistical neighbours by 2022 - 35%	30.0%	L	37.3%		47.9% 	Results due from MoJ in Feb 2021	Ministry of Justice delayed data publication due to Covid, next due Feb 2021
Independence for later life 											
	52	Delayed transfers of care from hospital that are attributed to social care	Monthly	2 delayed days per 100,000 population	2.3	L	5	2.95 	C	No data due until March 2021	NHS suspended the collection of DTOC data during Covid and will remain suspended until March 2021
A council that works for the community 											
	64	Residents' issues considered by County Local Committees	Quarterly	60% by 2022	55%	H	11%		59% 	C	Governance Committee in January are discussing whether next round of CLCs should go ahead
	65	Level of community grants that support The West Sussex Plan priorities	Quarterly	100% by 2022	100%	H	100%		100% 	No longer measuring	RESULTS ALWAYS 100% Prerequisite that any grants are only made against West Sussex Plan priorities so no longer a meaningful measure.

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Appendix A

Monthly/quarterly measures suspended for the remaining 2020-21

Measures for success		Report Cycle	Target	2020/21 Milestone	Aim High /Low	Baseline	Feb-20	Mar-20	Jun-20	Note
 67	Partnership 'deals' achieved between the County Council and our District and Borough partners	Quarterly	12 deals signed by 2022	12	H	3		7 ➡	C	Not a priority during Covid as partnership focus is on joined up response

Annual measures suspended for the remaining 2020-21

Measures for success		Report Cycle	Target	2020/21 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	2020/21	Note
Best start in life 											
 1	Children achieving a 'Good Level of Development' in Early Years Foundation Stage	Annually (Oct)	Top quartile of all Local Authorities by 2022 - >74.1%	72.5%	H	70.6%	70.6%	71.4% ↑	71.9% ↑	No results expected for 2020/21	published Key Stage results have been cancelled for 2020 due to COVID. 2021 results will be released in winter 2021
 14	Pupils attaining the expected standard at Key Stage 1 in reading, writing and maths	Annually (Dec)	exceed national average by 2022 - 65%	65.0%	H	56.2%	56.2%	61.5% ↑	62.9% ↑	No results expected for 2020/21	published Key Stage results have been cancelled for 2020 due to COVID. 2021 results will be released in winter 2021
 15	Pupils attaining the expected standard at Key Stage 2 in reading, writing and maths	Annually (Dec)	exceed national average (currently 64.7%) by 2022	64.0%	H	55%	55%	61.8% ↑	62.7% ↑		
 16a	Countywide take up of free early education and childcare: 3 and 4 year old	Annually (Jul)	Top quartile of statistical neighbours by 2022 - 98.75%	98.0%	H	96%	95% ↓	94% ↓	95% ↑		
 16b	Countywide take up of free early education and childcare: 2 year old	Annually (Jun)	Top quartile of statistical neighbours by 2022 - 76.25%	76.25%	H	79%	75% ↓	77% ↑	79% ↑		
 17	Key Stage 4 Progress 8 score	Annually (Jan)	Top quartile of Local Authorities nationally by 2022 ->0.09	0.09	H	0.03	0.03 ↓	0.05 ↑	0.05 ↔		
 18a	Children Looked After (12 months+) achieving educational outcomes in line with their peers KS4	Annually (Mar)	In line with national average of peers KS4 -1.23	-1.23	H	-1.14	1.46 ↓	-0.91 ↑	-1.21 ↓	No results expected for 2020/21	published Key Stage results have been cancelled for 2020 due to COVID. 2021 results will be released in winter 2021
 18b	Children Looked After (12 months+) achieving educational outcomes in line with their peers KS2	Annually (Mar)	In line with national average of peers KS2 37%	34.0%	H	n/a	13.6% ↓	31.3% ↑	30.4% ↓		
 18c	Children Looked After (12 months+) achieving educational outcomes in line with their peers KS1	Annually (Mar)	In line with national average of peers KS1 37%	33.5%	H	15.8%	33.3% ↑	suppressed ↓	30.4% ↑		
 20a	Attainment of disadvantaged pupils is in line with their peers KS4	Annually (Dec)	In line with national average of peers by 2022 KS4 0.58	0.58	L	0.75	0.75 ↑	0.79 ↑	0.76 ↓		
 20b	Attainment of disadvantaged pupils is in line with their peers KS2	Annually (Dec)	In line with national average of peers by 2022 KS2 19.8%	22%	L	23%	23% ↓	23.4% ↑	25.3% ↑		
 20c	Attainment of disadvantaged pupils is in line with their peers KS1	Annually (Dec)	In line with national average of peers by 2022 KS1 19%	20.2%	L	22.2%	22.2% ↑	20.2% ↓	24.1% ↑		

Measures for success		Report Cycle	Target	2020/21 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	2020/21	Note
A prosperous place 											
 32	Residents who feel happy with West Sussex as a place to live, work or visit	Biennial (Oct 18)	80% by 2021 and 2022	80%	H	n/a	Biennial	70%	Biennial	No results expected for 2020/21	The West Sussex biennial survey will now not be undertaken until 2021. No Survey - no results
A strong, safe and sustainable place 											
 45	Ultra-low emission vehicles registered for the first time	Annually (Oct)	Top quartile of statistical neighbours by 2022 - > 1083 registered vehicles	799	H	327	391 (2017) ↑	496 (2018) ↑	Data lag	No results expected for 2020/21	Lack of available data and due to the impact of Covid on new vehicle registration
 47	Museums and theatres in West Sussex - visitors at attractions	Annually (Aug)	20% increase by 2022	2,127,729	H	1,850,199		3.7m (2018) ↑	Data lag	No results expected for 2020/21	No survey undertaken therefore no data is available due to Covid
Independence for later life 											
 53	Older people (aged 65+) who were still at home 91 days after discharge from hospital	Annually (Nov)	Top quartile of statistical neighbours by 2022 - >85.7%	86.50%	H	85.7%	87.8% ↑	73.2% ↓	68.2% ↓	No results expected for 2020/21	The current reablement contract is operating far more effectively than the strict definition of this indicator and a new improved measure will be included in reset plan
A council that works for the community 											
 56	Level of satisfaction of the services received by our residents	Biennial (Oct 18)	80% by 2022	80%	H	0%	Biennial	46%	Biennial	No results expected for 2020/21	The West Sussex biennial survey will now not be undertaken until 2021. No Survey - no results
 57	Residents who agree that the council provides good value for money	Biennial (Oct 18)	80% by 2022	80%	H	0%	Biennial	35%	Biennial	No results expected for 2020/21	The West Sussex biennial survey will now not be undertaken until 2021. No Survey - no results
 58	Residents who find it easy to access information, services and support they need	Annually (Oct)	80% by 2022	80%	H	53%	Biennial	48% ↓	Biennial	No results expected for 2020/21	The West Sussex biennial survey will now not be undertaken until 2021. No Survey - no results

Appendices

- Appendix 1 – Revenue Budget Monitor and Useable Reserves – as at December 2020
- Appendix 2 – Covid Grant Funding Allocated to West Sussex – as at January 2021
- Appendix 3 – Savings Monitor – as at December 2020
- Appendix 4 – Children First Improvement Plan Update – as at December 2020
- Appendix 5 – Fire Improvement Plan Update – as at December 2020
- Appendix 6 – Capital Programme Budget Monitor – as at December 2020
- Appendix 7 – Workforce Key Performance Indicators – as at December 2020
- Appendix 8 – Corporate Risk Register – as at February 2021

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	Approved budget	Latest budget for year	Net income to date	Projected outturn variation
Sources of Finance	£000	£000	£000	£000
Precept	-485,691	-485,691	-364,268	0
Council Tax Collection Fund	-2,000	-2,598	-2,598	0
Business Rates	-81,933	-80,469	-59,491	0
Business Rates Collection Fund	0	-2,221	-2,221	0
Section 31 Business Rates Grant	-3,177	-6,617	-6,617	-103
Business Rates Pool	0	-25	0	0
Social Care Support Grant	-17,343	-17,343	-13,007	0
Covid-19 Emergency Fund	0	-25,328	-25,328	0
Covid-19 Income Loss Compensation	0	-900	-900	0
New Homes Bonus Grant	-3,713	-3,713	-2,786	-1
Total Financing	-593,857	-624,905	-477,216	-104
	Approved budget	Latest budget for year	Net spending to date	Projected outturn variation
Analysis of Expenditure	£000	£000	£000	£000
Portfolio Budgets				
Adults and Health	209,423	223,029	143,756	-50
Children and Young People	129,571	134,166	99,961	500
Economy and Corporate Resources	52,805	53,284	38,096	-1,595
Education and Skills	20,815	22,004	24,613	510
Environment	60,378	59,180	39,573	520
Finance	13,892	14,257	13,793	54
Fire & Rescue and Communities	35,732	37,239	25,895	-50
Highways and Infrastructure	35,401	37,171	27,442	-410
Leader	1,452	1,458	844	-50
Sub-total	559,469	581,788	413,973	-571
Non-Portfolio Budgets				
Capital Financing - Repayment (MRP)	10,616	12,151	11,996	33
Capital Financing - Interest	18,103	19,525	14,699	-32
Revenue Contribution to Capital - Business Rates Pilot	500	500	0	0
Revenue Contribution to Capital - Other	2,377	1,603	0	0
Investment Income	-2,970	-2,170	-2,317	0
Business Rates Pool	0	0	1,386	0
Care Leavers Council Tax Support	25	0	0	0
Contingency	6,832	5,676	0	0
Transfers to/(from) Reserves - Business Rates Pilot	-500	1,787	1,787	0
Transfers to/(from) Reserves - Other	-595	4,045	4,045	0
Sub-total	34,388	43,117	31,596	1
Total Net Expenditure	593,857	624,905	445,569	-570
Total Forecast Variation - underspending	-674			

Memo: Contingency	£000
Original Budget	6,832
September QPM Decision: Funding additional costs of Hay/NJC pay award	-1,156
Available Contingency	5,676

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Balances and Reserves	Balance at 31 Mar 2020	Balance at 31 Dec 2020	Projected Balance at 31 Mar 2021	Projected Annual Movement	Comments on Significant Annual Movements
	£000	£000	£000	£000	
Earmarked Reserves:					
Budget Management Reserve	-14,952	-35,066	-35,066	-20,114	£3m reserves replenishment, £12m Capital Infrastructure, £2.7m final NNDR/CTax
Business Infrastructure Reserve	-646	-646	-256	390	
Business Rates Pilot Fund	-20,463	-22,250	-20,750	-287	Additional £2.3m estimated 19/20 collection fund surplus; estimated £2m to be applied to capital programme to finance in-year spend
Capital Infrastructure	-12,028	0	0	12,028	Balance transferred to Budget Management Reserve
Children First Improvement Plan	0	0	-2,000	-2,000	Projected outturn underspend; proposed to be carried forward via reserves to support improvement plan in subsequent financial years
Covid-19 Emergency Fund	-20,525	-21,505	0	20,525	1st tranche b/f £20.5m; Subsequent grants/compensation £26.2m; all forecast to be applied to costs / foregone income in-year
Economic Growth Reserve	-1,297	-1,297	-1,047	250	
Elections Reserve	-400	-600	-600	-200	
Highways Commuted Sums	-3,360	-3,982	-4,282	-922	£1.3m forecast sums receivable by Planning Services during year; assumed £0.4m applied to eligible Highways schemes
Highways On-Street Parking	-1,650	-1,650	-1,250	400	
Infrastructure Works Feasibility	-997	-2,512	-801	196	Forecast spend of £1.7m net of Finance portfolio contribution of £1.5m
Insurance Reserve	-5,845	-5,845	-4,349	1,496	£1.5m anticipated revenue overspending to provide for claim payments to be financed by reserve
Interest Smoothing Account	-1,078	-1,078	-2,111	-1,033	Anticipated outturn surplus to be transferred to reserves to mitigate expected ultra-low returns in 2021/22 and 2022/23
Recycling & Waste PFI Reserve	-10,741	-10,541	-10,541	200	
Schools Sickness & Maternity Insurance Scheme	-1,933	-1,933	-1,933	0	
Service Transformation Fund	-11,810	-6,867	-9,113	2,697	Estimated £2.7m applied to Economy and Corporate Resources portfolio for in-year transformation programme costs e.g. Smartcore
Social Care Support Grant 2018/19	-1,517	-1,517	-1,317	200	
Special Support Centres	-1,845	-1,845	-1,845	0	
Statutory Duties Reserve	-2,437	-2,437	-2,256	181	
Strategic Economic Plan Reserve	-1,061	-1,024	-624	437	
Street Lighting PFI Reserve	-23,585	-23,349	-23,466	119	
Waste MRMC Reserve	-26,700	-25,350	-25,350	1,350	£1.4m applied to Environment portfolio for estimated in-year lifecycle expenditure
Other Earmarked Reserves	-2,344	-2,385	-1,723	621	Includes planned application of balances on Fire Inspection Improvements (£0.3m) and Deprivation of Liberty Safeguarding (£0.2m)
Earmarked Reserves (Excluding Schools)	-167,214	-173,679	-150,680	16,534	
Dedicated Schools Grant (DSG) Reserve	1,739	1,675	12,459	10,720	Projected in-year DSG overspending of £10.8m
School Balances	-16,241	-15,544	-15,544	697	£0.6m release of year-end debtors to schools (no projection is made for the outturn position on delegated school budgets)
Total Earmarked Reserves	-181,716	-187,548	-153,765	27,951	
General Fund	-20,286	-20,286	-20,286	0	
Capital Grants Unapplied	-55,587	-55,587	-45,400	10,187	Forecast net position of grants/contributions receivable for year and grants/contributions applied to capital programme
Capital Receipts Reserve	-3,959	-3,959	-259	3,700	Anticipate £3.7m utilisation towards transformational expenditure under flexible use of capital receipts strategy
Total Usable Reserves	-261,548	-267,380	-219,710	41,838	

Covid-19 Grant Funding Allocated to West Sussex County Council - as at 28th January 2021		
Description	Amount £m	Spending Plan
Unringfenced Grant:		
Covid-19: emergency funding for local government (first tranche £20.5m, second tranche £15.9m)	36.4	
Further £500m to support local authorities (July 2020)	5.0	To meet additional pressures arising from the pandemic and help continue to deliver frontline services and to avoid cashflow issues.
Further £1bn to support local authorities (Oct 2020)	4.4	
Total Unringfenced Grant	45.9	
Specific/ Dedicated Grants (WSCC)		
Test and Trace	3.2	Led by WS Public Health, implementation of tailored outbreak control plans to reduce and manage the virus across the county.
Contain Outbreak Management Fund	8.9	To help reduce the spread of coronavirus and support local public health
Adult Social Care Rapid Testing Fund	3.3	To fund lateral flow testing in adult social care
Workforce Capacity Fund	1.7	To support local authorities in boosting staffing levels in the care sector
Additional Dedicated Home to School and College Transport	1.1	To provide sufficient transport capacity so children and young people can attend school and college safely and on time.
Winter Support Grant	2.0	to provide support over the winter to children and households who are experiencing, or at risk of experiencing, poverty, where they are impacted by the ongoing public health emergency, and where alternative sources of assistance may be unavailable
Clinically Extremely Vulnerable	0.5	Funding to support the clinically extremely vulnerable
Wellbeing for Education Grant	0.1	Additional funding for local authorities to support pupils' and students' wellbeing and psychosocial recovery as they return to full-time education in autumn 2020.
Local authority Emergency Assistance Grant for Food and Essential Supplies	0.7	Funding to be distributed to local authorities to help those struggling to afford food and other essentials due to Covid-19.
Travel Demand Management Grant	0.2	To support implementation of temporary cycle lane provision.
Bus Support Services Grant - Phase 1 & 2	0.2	To support bus operators to continue running services during lockdown (supported transport routes).
Funding to Protect and Increase Travel Services (Emergency Active Travel Fund)	0.2	Phase 1 (Revenue - final allocation) installation of temporary cycle lane provision.
Funding to Protect and Increase Travel Services (Emergency Active Travel Fund)	0.5	Phase 2 (Revenue - indicative allocation) installation of temporary cycle lane provision.
Total Specific/ Dedicated Grant	22.6	
Other Ringfenced and Capital Grants:		
Infection Control Fund	24.3	75% payments to CQC registered care homes and 25% to be allocated across care homes, domiciliary care providers, other care accommodation settings, e.g. shared lives, supported living.
Funding to Protect and Increase Travel Services (Emergency Active Travel Fund)	0.5	Phase 1 (Capital - final allocation) installation of temporary cycle lane provision.
Funding to Protect and Increase Travel Services (Emergency Active Travel Fund)	1.9	Phase 2 (Capital - indicative allocation) creation of longer term projects.
Total Ringfenced and Capital Grants	26.7	
Overall Total Grants	95.2	
Additional ringfenced grant allocations to be confirmed/ allocated		
	0.0	
Additional unringfenced grant allocations to be confirmed/ allocated		
Estimated reimbursement of lost income	2.7	To reimburse fees and charges following the closure of council services during the pandemic. Application of absorbed loss threshold (subject to authorised claims).
Contain Outbreak Management Fund	11.3	Further funding expected - To help reduce the spread of coronavirus and support local public health.
	14.0	

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2020/21 Savings - As at December 2020

Agenda Item 5a
Appendix 3

Portfolio	Activity	2020/21 £000	Dec-20	Nov-20	Dec-20	Narrative	Forecast of saving in 2021/22
Adults & Health	Reduce Local Assistance Network (LAN)	100	100	B	B		B
Adults & Health	Review options for in house provided services	180	180	B	B		B
Adults & Health	Housing Related Support	2,328	2,328	B	B		B
Adults & Health	Staffing Review	175	175	B	B		B
Adults & Health	Lifelong Services	1,900	1,900	R Covid19	R Covid19	Plans have been developed, the implementation of which have been delayed by the need to respond to Covid-19.	A Covid19
Adults & Health	Reprocurement of the Integrated Sexual Health Service (ISHS) contract	250	250	B	B		B
Adults & Health	General 1% reduction in staffing budgets	300	300	G	G		G
Adults & Health	Direct payments/review of assessments/support to self-funders	1,150	650	R Covid19	R Covid19	Plans have been developed, the implementation of which have been delayed by the need to respond to Covid-19.	A Covid19
Adults & Health			500	B	B		B
Adults & Health	Actuarial review of pension contributions	181	181	B	B		B
Children & Young People	Early intervention reducing demand for high cost services	400	400	G	G		G
Children & Young People	Lease of vacant properties to reduce intentionally homeless costs	100	100	G	G	The process of obtaining grant determinations from Homes England for the required upgrade works on the properties has been delayed by Covid-19. A timetable for occupation is still awaited and it is likely that these savings will now slip into 2021/22. However, given the lower than expected number of families requiring support during the first half of 2020/21, this saving can be mitigated temporarily in year - hence the rating of green.	A Covid19
Children & Young People	Early Help	1,000	0	G	B	A number of vacant positions not required have now been deleted, meaning that this saving can be rated as blue (permanently delivered).	A
Children & Young People			1,000	B	B		
Children & Young People	Actuarial review of pensions contributions	369	369	B	B		B
Economy & Corporate Resources	Centralisation of Learning & Development	50	50	B	B		B
Economy & Corporate Resources	Lease cars to staff (salary sacrifice)	100	100	G	G	Implementation plans were put on hold due to the Covid-19 pandemic, however it is likely this initiative will be taken forward in 2021/22. This saving is expected to be mitigated in year by other means.	G
Economy & Corporate Resources	Redesign of business processes	2,400	2,400	R Covid19	R Covid19	Staff working on transformation projects have been re-deployed to work on the County Council's emergency Covid-19 response.	
Economy & Corporate Resources	Print and post contracts	100	100	G	B		B
Economy & Corporate Resources	Actuarial review of pensions contributions	125	125	B	B		B
Education & Skills	Reduce post-16 support service	100	100	B	B	Vacant posts being held within Post-16 Support Service. Posts will be removed following restructure of team at end of ESIF funding in December 2020.	B
Education & Skills	Improve School Trading Offer	125	125	R Covid19	R Covid19	On hold due to Covid-19 pandemic. It has not been possible to trade with schools during the summer term.	G
Education & Skills	SEND Transport Review	200	200	B	B	Full year effect of a review of solo taxis carried out at the beginning of the academic year (Sept 2019).	B
Education & Skills	Actuarial review of pensions contributions	19	19	B	B		B
Environment	Reduce recycling credits	2,100	2,100	B	B		B
Environment	Further savings on Viridor contract through negotiation	200	200	G	G		G
Environment	Expansion of solar installation programme	100	100	R	R	Delays in recruitment have impacted on the delivery of this saving.	A
Environment	Reduce waste going to landfill through further variations to Mechanical Biological Treatment facility	75	75	G	G		G
Environment	Disposal savings as a result of Adur & Worthing decision to move to 2-Weekly collection	200	200	G	G		G
Environment	Waste Disposal - Non Resident Restriction/Charge	250	250	G	G		G
Environment	Solar Farms/Battery Storage	100	100	R	R	Delays in recruitment have impacted on the delivery of this saving.	A
Environment	Planning fee income	150	150	G	G	Planning fee income (incl Highway Agreements) does not appear to have been impacted by Covid-19 and is on track with budget assumptions.	G
Environment	Actuarial review of pensions contributions	42	42	B	B		B

Agenda Item 5a

Appendix 3

2020/21 Savings - As at December 2020

Portfolio	Activity	2020/21 £000	Dec-20	Nov-20	Dec-20	Narrative	Forecast of saving in 2021/22
Finance	Income Generation - Investment Opportunities	500	275	R	G	Income shortfall of £275k from commercial investment property is now mitigated by increased income and reduced expenditure elsewhere within Asset and Estates	
Finance			225	G	B		B
Finance	Amazon business accounts	200	200	R Covid19	R Covid19	Procurement staff have been prioritised to work on the Covid-19 emergency response which has affected the resource requirements to deliver this in year saving. However it should be noted that this saving is still expected to be achieved in 2021/22.	A
Finance	Charging for Frameworks	100	100	R Covid19	R Covid19	Procurement staff have been prioritised to work on the Covid-19 emergency response which has affected the resource requirements to deliver this in year saving. However it should be noted that this saving is still expected to be achieved in 2021/22.	A
Finance	Apprenticeship Levy	100	100	B	B		B
Finance	Actuarial review of pensions contributions	55	55	B	B		B
Fire and Rescue and Communities	Reduced library opening hours	70	70	B	B		B
Fire and Rescue and Communities	Cessation of mobile library service	90	90	B	B		B
Fire and Rescue and Communities	Revised library logistic service	15	15	B	B		B
Fire and Rescue and Communities	Partnership & Communications Team	45	45	B	B		B
Fire and Rescue and Communities	Reduction in Community Safety funded activity	50	50	G	B		B
Fire and Rescue and Communities	Revised arrangements to deliver Command and Mobilisation services	1,000	1,000	G	G		B
Fire and Rescue and Communities	Procurement of contract for Fire Uniform	100	100	G	B		B
Fire and Rescue and Communities	Insourcing of fleet maintenance	100	100	G	B		B
Fire and Rescue and Communities	Repurposing of key buildings	150	150	R	R	Undeliverable efficiency saving relating to the Worthing Library Community Hubs project.	
Fire and Rescue and Communities	Increased income from Registrars Services	150	150	R Covid19	R Covid19	Service delivery has been impacted by Covid-19 pandemic.	A Covid19
Fire and Rescue and Communities	Actuarial review of pensions contributions	95	95	B	B		B
Highways and Infrastructure	Cost Recovery (Street Works Permit Scheme)	20	20	G	B		B
Highways and Infrastructure	Staffing changes	100	100	G	B	Directorate redesign fully implemented and saving delivered.	B
Highways and Infrastructure	On street parking	300	300	R Covid19	R Covid19	On Street parking income is projecting a shortfall of £1.166m due to Covid 19 restrictions as reduced pay and display activity continues to be experienced.	A Covid19
Highways and Infrastructure	Actuarial review of pensions contributions	30	30	B	B		B
Leader	Actuarial review of pensions contributions	8	8	B	B		B
Corporate (Non Service)	Interest Income	250	250	R Covid19	R Covid19	Saving at significant risk due to pandemic.	A Covid19
TOTAL		18,397					

Uncompleted Savings from 2019/20 - As at December 2020					
Portfolio	Activity	Unachieved savings from 2019/20 rolled forward into 2020/21 budget.			Comments
		Saving Total brought forward from 2019/20	Dec-20	Dec-20	
Adults and Health	Use of the Minimum Income Guarantee for working age adults - higher customer contributions for around 1700 people (Published Cabinet Member decision)	150	150	G	Full implementation of the policy changes has yet to happen. The in-sourcing of various support services to the County Council from August has allowed more influence to be exerted over this area. Although a full saving has not been delivered in year, the decision to enable this saving to be made has been taken which should enable it to be fully realised in 2021/22. This saving has been mitigated within the in-year position of the Adults and Health portfolio.
Adults and Health	Revenue savings from capital investment re - Westergate	100	100	R Covid19	Construction delays due to Covid-19 will lead to the saving being realised at a later date.
Adults and Health	Reform of Lifelong Services (split between Adults, Children's and Education remains subject to confirmation)	500	500	R	Plans have been developed, the implementation of which have been delayed by the pandemic but are expected to go ahead in 2021/22. This saving has been mitigated within the in-year position of the Adults and Health portfolio.
Adults and Health	Staffing Review - across Children, Adults, Families, Health and Education (People Services)	125	125	B	
Children and Young People	Provision of care leavers accommodation (Published Cabinet Member decision)	290	290	G	This saving has not been achieved in the way initially intended, however other commissioning initiatives have permanently reduced the cost of care leaver accommodation, including ensuring that additional fees are reviewed and ceased in a timely manner and that providers are recouping housing benefit where appropriate, hence reducing the placement cost to the Council.
Children and Young People	16+ Placement Reprourement Savings implement Children-Looked-After-commissioning-strategy	190	190	G	Although the bulk of the 16+ contracts are not now due to be reprocured until 2021/22, a number of other schemes within placement commissioning & contracting have been introduced in this year which have permanently reduced the cost of placements for the Council. These include ensuring that additional fees for placements for ages 16+ are reviewed and ceased in a timely manner, and that young people are being more appropriately stepped down to other provision leading towards independence.
Economy and Corporate Resources	Increased utilisation of the Apprenticeship levy	175	145	R	We are unable to pursue this potential income source as we are not an accredited Apprenticeship Levy training provider. £30k mitigation found on a permanent basis. Service expected to find in year mitigation.
			30	B	
Education and Skills	Developing additional SSCs (Published Cabinet Member decision)	131	131	R	The two nursery SSCs opened in September 2019 as planned. Although commissioning arrangements had been put in place for the SSC at Greenway Primary School, the school is currently being re-brokered to a new multi-academy trust following direction that the Castle Trust must cease trading; this has resulted in the Council's decision to cease the current SSC provision. Other planned SSCs are not expected to be operational until September 2023 at the earliest.
Highways and Infrastructure	Review of non-statutory elements of the English National Concessionary Transport scheme	50	50	G	Alternative rail travel no longer provided from October 2020. The in-year savings shortfall is mitigated within the budget.
Highways and Infrastructure	Staffing changes	134	134	B	Directorate redesign fully implemented and saving delivered in 20/21
Highways and Infrastructure	Highway operations service level review	374	374	R Covid19	Saving previously expected to be made in 2020-21, however, additional expenditure incurred due to Covid 19 restrictions (including additional vehicle costs for social distancing) and recovery measures (such as extra vegetation clearance to widen footpaths) mean that it will not be possible to deliver most or all of this saving this year. Additional Covid related expenditure is currently estimated at £0.423m in 2020/21.
Highways and Infrastructure	Income generation - examine scope to increase income from fees and charges, including sponsorship	100	100	G	Fee and charge income shortfall is now offset by additional income generated from street works inspections and FPNs.
TOTAL		2,319	2,319		

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Children First Improvement Fund - December 2020

	Full Amount Estimated	Latest Full Amount Estimated	Actual spend in 2019/20	Planned spend for 2020/21	Projected spend for 2020/21	Variation to planned spend 2020/21	Planned spend for 2021/22	Planned spend for 2022/23
	£000	£000	£000	£000	£000	£000	£000	£000
Temporary investment in targeted improvement								
Senior Improvement Leads	1,160	1,163	446	580	315	(265)	402	0
Programme Management and support	1,500	1,286	571	537	715	178	0	0
Practice Improvement/Behaviour Change Programme	3,600	1,251	571	3,016	680	(2,336)	0	0
Leadership Development & Training Programmes	500	750	0	500	234	(266)	516	0
Specific Project Consultancy	1,000	309	31	802	85	(717)	193	0
Communications Lead	55	0	0	0	0	0	0	0
Complaints Officer	75	22	22	0	0	0	0	0
Neglect Strategy work	64	155	78	0	77	77	0	0
Casework Audits	0	0	0	0	0	0	0	0
Improvement Leads	194	700	196	0	359	359	145	0
Additional Corporate Posts	0	155	0	50	79	29	76	0
Transition to Children's Trust	0	29	0	0	29	29	0	0
Extension to PMO supporting improvement work (new)	0	520	0	0	0	0	260	260
Young People's Voice & Participation (new)	0	78	0	0	78	78	0	0
	8,148	6,418	1,915	5,485	2,651	(2,834)	1,592	260
Temporary additional capacity (service & corporate); retention offer								
Retention Payments	2,150	2,152	2,152	0	0	0	0	0
Additional Service Posts	611	4,745	479	130	2,699	2,569	1,537	30
HR Support	188	140	140	0	0	0	0	0
Commissioning Support	106	94	94	46	0	(46)	0	0
Additional Corporate Posts	248	302	161	13	57	44	84	0
Admin/Business Support for Social Work Teams	150	120	0	120	120	0	0	0
Leadership Team redesign	386	285	157	128	128	0	0	0
Mosaic Improvement		285	0	53	141	88	144	0
	3,839	8,123	3,183	490	3,145	2,655	1,765	30
Contingency	579	91	0	898	68	(830)	23	0
Temporary funding requirement	12,567	14,633	5,098	6,873	5,864	(1,009)	3,380	290
Permanent increase in base budget								
Cover for ASYE lower caseloads	1,000	1,000	1,220	1,000	1,000	0	1,000	0
Review of Social Work Remuneration/Retention Contingency	2,000	2,000		2,000	2,100	100	2,000	3,000
Admin/Business Support for Social Work Teams Estimate	700	700	30	700	150	(550)	700	700
Backfill for Social Work Apprentices	600	600		30	30	0	30	30
Workforce Retention Initiatives (staff parking; pool cars etc)	350	350	23	350	300	(50)	350	350
Additional Service Posts	337	337	215	309	363	54	472	472
Leadership Team redesign	151	151	204	204	204	0	204	204
Transfer of work to Customer Services			0	0	0	0	145	145
Additional Corporate Posts			0	32	0	(32)	0	0
SLT central support team		235	0	0	0	0	235	235
	5,138	5,373	1,692	4,625	4,147	(478)	5,136	5,136
Contingency	0	0	0	513	0	(513)	237	237
Permanent funding requirement	5,138	5,373	1,692	5,138	4,147	(991)	5,373	5,373
Totals	17,705	20,006	6,790	12,011	10,011	(2,000)	8,753	5,663
Available funding				12,011	12,011	0	5,138	5,373
Additional funding required				0	(2,000)	(2,000)	3,615	290
Funding allocations assumed (as per current MTFS)								
Temporary - (includes £2.0m to be allocated to Improvement Reserve)							3,380	260
Permanent							235	
Totals							3,615	260
Additional funding required							0	30

Notes:

1. The original Children First Improvement Plan detailed £12.567m of temporary funding and £5.138m of permanent funding. The latest Improvement Plan shows a further £3.380m of **additional temporary** and £0.235m of **additional permanent** funding will be required to fund the project to 2022/23.

2. The current MTFS assumes additional temporary funding of £2.880m (including £1.5m from the Chilrens Improvement Reserve) and permanent funding of £0.235m in 2021/22, followed by £0.260m of temporary funding in 2022/23. These figures were based upon projected requirements at the end of November 2020. Since that date, there have been two key changes which have affected the improvement fund requirements - firstly a 12 month delay in creating a Children's Trust for West Sussex; and secondly the introduction of a third national lockdown in response to the pandemic and the new variant of Covid-19. These two changes have had the impact of slipping planned activities from 2020/21 and increasing the projected expenditure in 2021/22. This is particularly in relation to positions that were intended to be funded by the DfE grant to enable Children's Services to transition to a Trust - funding which won't now be available in 2021/22.

In addition, some of the planned leadership development and staff "soft skills" training has now slipped to 2021/22 to enable face-to-face delivery. The financial implications of this lead to a greater underspend being projected for 2020/21 along with a forecast of higher expenditure in 2021/22 than previously reported.

3. The Council's budget plan for 2021/22 currently assumes that a £1.500m underspend on the improvement fund (which was the forecast at the end of November) is transferred to the Children's First Improvement Reserve at the end of the financial year and then used to part-fund the temporary funding requirement in 2021/22.

The temporary expenditure now forecast for 2021/22 is £0.500m higher than the budget plan. However, given that the projected underspend in 2020/21 is £0.500m greater than the November projection, there is the option to increase the transfer to the Children's First Improvement reserve to £2.000m.

Children First Service Improvement Programme: Progress Report - December 2020

Introduction

1. This report updates on the transformation progress made since the last QPM update at the end of September 2020.
2. The programme of improvement has reached its milestones for this year in that objective external evidence has now been received from Ofsted, the Department for Education and the Commissioner for Children's Services, confirming that the service is making progress and is on a trajectory of improvement. Also, having broadly stabilised the service, a new phase of Service Redesign is commencing. This will build, during 2021, the new service which is intended to deliver on the expectation of 'what good looks like'

Ofsted Focused Visit - October 2020

3. Ofsted conducted a Focused Visit between 12-22 October 2020. Inspectors formed a view of the whole service, but in particular they examined the quality and impact of key decision-making across help and protection, children in care and services for care leavers, together with the impact of leadership on service development, including the response to the Covid-19 pandemic.
4. The following is a summary of the Ofsted findings on this occasion:
 - Social workers report a shift in culture and express tentative optimism; there is a sense of ownership and direction. They felt well-supported during the pandemic.
 - Ofsted acknowledged that the service response during the pandemic has been effective and this ensured that children were kept safe.
 - The pace of change and improvement needs to increase; at times, the impact on children has not been sufficient.
 - Ofsted saw an improving picture with regards to practice in some areas; however, there are still too many areas of variable practice in:
 - Children with Disabilities
 - Management and decision-making,
 - Quality of assessments and care planning,
 - Quality of records,
 - Permanence and pre-proceedings,
 - Exploitation and Missing.
 - Ofsted could see some progress against the recommendations from the last inspection.

- There was strength from the corporate approach and multi-agency partnerships during the pandemic, but there is still more to do around key areas of practice.
- Strengths were highlighted with regards to:
 - School attendance during the pandemic,
 - The Virtual School,
 - The Unaccompanied Asylum Seekers Service,
 - Strong relationships with young people in the Leaving Care Service

Management Response and Next Steps

5. The outcome of the Focused Visit is broadly satisfactory, especially in regard to the alignment of the Ofsted view with that of the senior leadership team. The areas of 'variable practice' identified above are receiving very close attention and each has a dedicated improvement plan. Actions being prioritised with immediate effect include:
 - Improvement managers are working in key Ofsted priority areas for maximum impact.
 - Priority is being given to support managers and social workers to embed improved quality of practice so that there is accountability and oversight.
 - Active support is being provided in the Children with Disabilities (CWD) service to respond on the improvements needed. This has included ensuring that all the outstanding assessments for CWD were completed by mid-December 2020.
 - Carrying out a refresh of the Practice Improvement Plan and improvement approach in liaison with Hampshire County Council, the Partner in Practice.
 - Ensuring all practice areas have action plans so that progress can be monitored in a rigorous and timely manner.
6. The future programme of Ofsted scrutiny is now expected to revert to Monitoring Visits on a roughly quarterly basis, with the next visit sometime in early 2021. It is hoped that a regular cycle of visits will provide continuity of Ofsted scrutiny and a clear understanding of the pace of improvement during a very intensive period of service development in 2021.

The Children's Trust

New Statutory Direction

7. On 10 December 2020 the Department for Education (DfE) on behalf of the Secretary of State issued a new Statutory Direction stating Children's Services should remain with the Council for at least a further year, with the move to a Children's Trust 'paused'. The new Direction was published

alongside a second report by the Commissioner (October 2020) which states that there are 'compelling reasons why a company to deliver children's services functions on behalf of the Council is no longer required'.

The Minister's Letter

8. At the same time, Children's Minister Vicky Ford wrote to the Leader of the County Council outlining details of the decision. The Minister said: 'I am encouraged that there is now a new political leadership in respect of Children's Services, supported by strong senior executive appointments, including a new Director of Children's Services. This has undoubtedly been strengthened by the wider work the Council is undertaking to reform the corporate Council, with the support of its corporate improvement partner, East Sussex County Council. The strength of this partnership will evidently be important in creating the conditions in which Children's Services can continue to improve.' The Minister's letter goes on to refer in positive terms to the Ofsted findings during the Focused Visit as evidence of 'a shift in culture and that the building blocks for improvement are being put in place' and to the effective handling of service delivery throughout the pandemic.
9. The new Direction requires the County Council to continue to work under the oversight of the Children's Services Commissioner, John Coughlan who has been confirmed in this role for the next year. Hampshire County Council will continue as the Partner in Practice, supporting further service improvement.

Commentary on the Current Situation

10. These developments demonstrate categorically that the Department for Education, which acts as the legal arbiter on behalf of the Secretary of State for determining the governance of Children's Services, has decided that the County Council has made sufficient progress to justify suspending the enactment of a Children's Trust. The Council has achieved this result in two key areas: first, it has made the necessary constitutional changes and adopted appropriate corporate practice to give assurance of sound and compliant governance; and second, based on the opinions of Ofsted and the Commissioner, it has made enough progress against a trajectory of improvement, together with its declared forward intentions to transform its Children's Services, to justify retaining direct control of them.
11. These events mark a change from normal Department for Education practice of imposing an alternative delivery model on inadequate authorities, although it should be noted that this new situation formally marks only a suspension of the Trust process. Despite the positive indications, the Minister states: 'it is clear that there is still much work to do to address the weaknesses identified in 2019 and bring the standard of service up to the quality that children and families in West Sussex deserve.' This means that the imperative to make continuous positive change, as set out within the Children First Programme is as strong as ever. The Minister's letter concludes: 'There therefore needs to be, over the next twelve months, real determination, effort and energy put into achieving the Council's

improvement plan and demonstrating a tangible and lasting impact on social work practice and outcomes.'

12. The suspension of the Trust process is welcomed from a corporate perspective. In operational terms, it means that senior management and other resources will not now be diverted from the primary task of improving the service over the next twelve months.

Service Improvement Update

13. The following is a summary of recent and forthcoming developments within the service improvement agenda:

Management Assessment and Development Programme

14. Good quality management at all levels is a prerequisite of any effective service. A management assessment and development programme has been formulated to deliver the support and improvements necessary within the service. The assessment element of the programme will start in January 2021 with all managers attending the programme by the end of April 2021, although this may now be impacted by the current national lockdown. Managers will then have access to a bespoke management training and development programme throughout the Spring and Summer. Its main features are:
 - It invests in the staff through an inspirational, high impact development programme.
 - It aligns with the findings of the Ofsted inspection and Commissioner's report, thereby contributing to the necessary process of delayering and simplifying managerial levels.
 - It will support the cultural and practice improvements that managers need to make to bring sustainable, long-lasting change as service leaders.

Hearing and Responding to the Voice of the Child

15. Putting children and young people at the centre of all undertakings is central to the new service vision. The proper integration of the voice of the child into the service model now needs to move to a more comprehensive level. In order to take this agenda forward, an external provider, 'The Care Leaders Fellowship' has been commissioned to provide coaching and training to practitioners, so that understanding and responding to the views of young people is embedded in the fabric of the new service, in ways that are clearly demonstrable.
16. The Care Leaders Fellowship works with local authorities and other agencies to establish the voices and influence of the children they care for and care-experienced children at the heart of their business. The programme which

will run during 2021, will involve developing a strong offer for care-experienced children, with bespoke digital platforms and training forums to develop practice, so that all involved in a corporate parenting role better understand how to build and sustain relationships with children.

Integrated Front Door

17. It is important that an effective and efficient 'front door' to all services is developed and maintained. This includes ensuring that early help provision is properly aligned with the statutory social work activity and these services are therefore joined to provide an integrated front door.
18. The Integrated Front Door will launch at the end of January 2020, with the following features:
 - Creating one pathway within Children's Services for referrals relating to children and young people.
 - Enabling a joined-up approach, with one combined Early Help and Social Care team at the Front Door.
 - Children will receive a service proportionate to their needs, in a timely way.
 - A reduction in the number of transfer points on the child's journey.
 - A reduction in the time from initial contact to outcome.
 - Providing a simplified process for the public and professionals.
 - Potentially reduce unnecessary social work interventions.

Children Looked After and Care Leavers' Strategy

19. The new Children Looked After and Care Leavers' Strategy 2020-2024 was agreed by the Cabinet Member for adoption on 17 December 2020.

Residential Homes

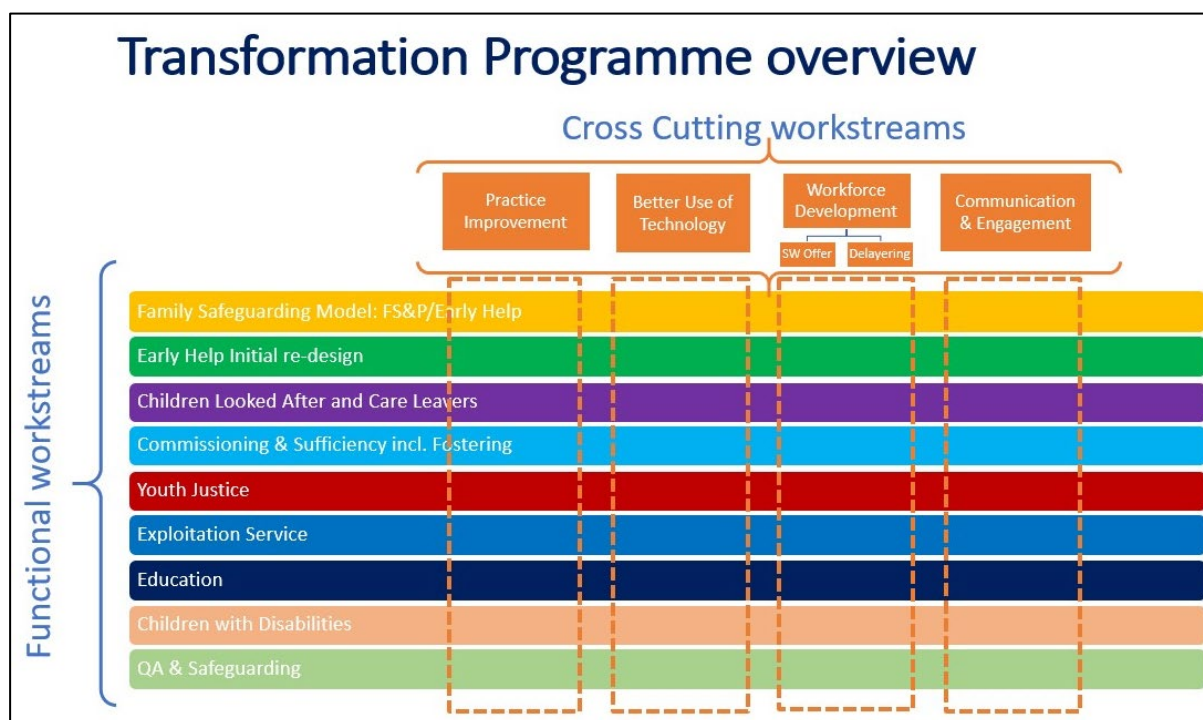
20. The new children's residential homes (Cissbury Lodge and May House in Worthing, and Seaside at Shoreham) remain on course to reopen in the Spring of 2021.

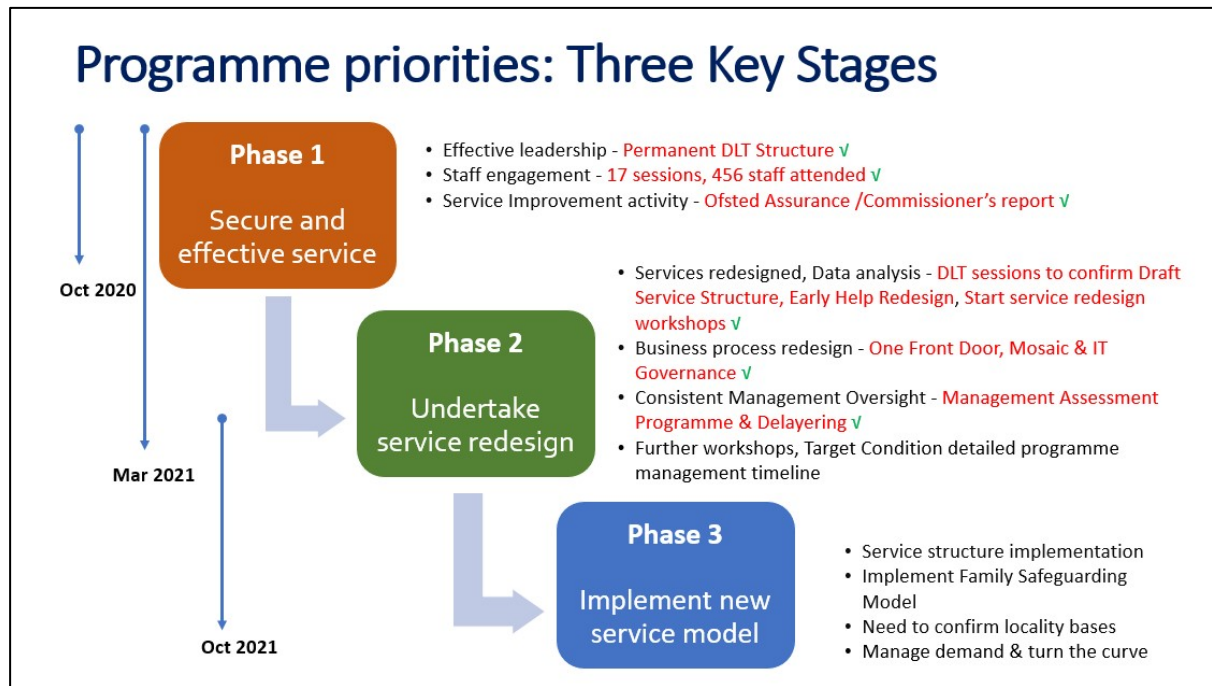
Staff Engagement in Service Redesign

21. In line with the agreed service vision and operational principles, the Departmental Leadership Team has adopted an open and transparent managerial style, with collaborative communication keeping staff informed and engaged within a rapidly changing environment: this benefits morale, with staff more able to take part in a dialogue and move towards a shared understanding of the improvement challenge; they are thereby enabled to contribute fully to the service redesign work.

22. The Update reports to the meetings of this Committee on 24 September and 5 November introduced members to the main elements of the Service Transformation programme. As previously indicated, the service is now in an intensive period of redesign activity. During December 2020 and January 2021, a series of transformation workshops is being run with staff representatives, covering the following service areas:
- Fostering Service
 - Children with Disabilities
 - Children Looked After and Leaving Care
 - Safeguarding and Quality Assurance
 - Family Safeguarding
 - Youth Justice & Exploitation
 - Commissioning
23. The purpose of these workshops is to engage with staff to move from the current service model, towards the new Family Safeguarding model: this represents a crucial phase of the service redesign. It is acknowledged that staff have the knowledge and experience to contribute to the design process, and it is essential that – in common with all stakeholders – they participate actively in the discussions. The programme of activity remains on track for the new service to go live in the Autumn of 2021.

Overview of Transformation Programme and High-Level Progress Update





Phase 1 Summary	Revised Full Amount Estimated	Actual spend 2019/20	Planned spending plan for 2020/21	Projected spend for 2020/21	Variation to revised spending plan 2020/21	Planned Spending plan for 2021/22
	£000	£000	£000	£000	£000	£000
Temporary Investment						
Organisational Development Manager (12 months)	0	0	0	0	0	0
HR Advisor (6 months)	0	0	0	0	0	0
Wellbeing Advisor/Lead - initial two year fixed term contract	44	0	44	43	(1)	0
Prevention Business Analyst (6 months)	0	0	0	0	0	0
Business Analyst for Fire Safety Transformation (6 months)	0	0	0	0	0	0
Prevention Data Analyst (12 months)	0	0	0	0	0	0
Data Cleansing & Analysis Officer (12 months)	0	0	0	0	0	0
Insight Officer to deliver AFA review (12 months)	47	0	47	47	0	0
External resource to clear risk based improvement programme - 680 inspections at £200 per inspection	0	0	0	0	0	0
Fire Safety Support Officer - To book planned audits and manage reports (12 months)	0	0	0	0	0	0
FRS Project support FC20 delivery and HMICFRS improvement plans - (until 31st March 2020)	0	0	0	0	0	0
Employers Network for Equality Inclusion – 15 workshops and report	30	12	18	18	0	0
Uniform Replacement - One-off to allow for, better fit for females and cultural identity changes	100	0	100	103	3	0
Development of Performance and Assurance Framework and member training	39	0	39	0	(39)	0
Programme Support Officer x 2	73	0	73	73	0	0
	333	12	321	284	(37)	0
Contingency	337	0	141	66	(75)	196
Permanent Increase in Base Budget						
Note that in 2020/21 the full year effect is shown as this is the budget which will be required					Full year effect	Full year effect
Prevention Manager	151	23	63	65	2	65
Area Manager Protection	269	48	96	164	68	125
Diversity and Inclusion Advisor for FRS	124	23	47	54	7	54
Workforce Engagement Lead	120	0	57	63	6	63
High Risk Safe and Well Visit Specialists x 3	201	31	86	84	(2)	84
Protection Officers	562	51	217	294	77	294
Prevention, Protection, Quality Assurance Trainers	443	23	209	211	2	211
Ops Assurance Performance & Audit	143	26	59	58	(1)	58
Resource Coordinator (Resource Office) - crewing office	181	26	83	72	(11)	72
FRS HMI Performance Manager	156	28	63	65	2	65
Reinstate Watch Manager B payments to Hay A's - 60 FTE	607	150	262	195	(67)	195
Purchase of Farynor IT system and Licences	361	106	131	124	(7)	124
Assistant Chief Fire Officer	78	0	39	39	0	39
Project Manager	100	0	55	45	(10)	45
Programmes Assurance and Governance Project Manager - Delivers Integrated Risk Management Plan	105	0	55	50	(5)	50
WSFRS Hub - Principle & Senior Management Support Officer	67	12	28	27	(1)	27
Business Analyst	105	0	53	52	(1)	52
IT equipment and vehicles for additional FTE	200	0	100	140	40	100
FRS training budget for protection competency training (for dedicated protection staff)	93	24	25	44	19	44
FRS training budget to ensure competence in protection and prevention training (for all appropriate staff)	61	6	37	18	(19)	18
FRS branding and values embedding budget	67	7	30	36	6	30
Other	37	37	0	0	0	0
Organisational Development Manager	138	19	57	62	5	62
HR Advisor	99	19	39	41	2	41
	4,468	659	1,891	2,003	112	1,918
Total	5,138	671	2,353	2,353	0	2,114
Available Funding						
Base Budget Funding (2020/21 total includes £1.2m flexible use of capital receipts)		400		1,600		1,596
One off Funding				100		
Fire Improvement Reserve Funding				282		
Total Funding Available				1,982		1,596
Potential Additional Funding Required				371		518

Fire Improvement Plan: December 2020 Update

1. The 2020/21 budget provided £1.7m of funding, to continue to deliver on the Improvement Plan approved by Members in July 2019 and to specifically address the areas of concern raised by HM Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) when they re-visited West Sussex Fire and Rescue Service (WSFRS) on 19th February 2020.
2. Due to long term sickness, the post of Area Manager Protection has had to be backfilled and as such additional money has had to be drawn from the contingency. In addition, following review of the capacity required to deliver the Fire Safety Enforcement Strategy additional resource was allocated to Protection from the reduced cost of the reinstatement of Watch Manager B roles.
3. The Improvement Plan overall continues to be delivered within the funding approved by Members across the three years of the plan however commitments this year suggests further funding of £0.371m, to meet reprofiled expenditure (including a small contingency) will be required in year. It is proposed that this funding requirement is met from Flexible use of Capital Receipts.
4. There has been a significant amount of work undertaken in the implementation of the improvement plan. The investment to date has enabled across the following areas:
 - Our People;
 - Member Engagement;
 - Business Planning Process and
 - Operational Resilience and Assurance.

Our People

5. The service has a significant programme of work relating to improving issues relating to people, with clear strategic priorities underpinned by a People Action Plan. A restructure created a position for a strategic lead to increase capacity here to ensure cultural change and people aspects are the cornerstone of business processes.
 - A clear vision and mission statement linked to its values and the behaviours staff are expected to display.
 - A new appraisal system links personal objectives, performance and behaviour to the vision and mission and a Core Behaviour Standards & Expectations framework based its values and the NFCC Behaviour Framework.
 - The introduction of a Diversity and Inclusion Advisor and eight Diversity Champions.

- Clear guidance on what constitutes bullying and how complaints will be dealt with has been issued, with staff now using formal processes more frequently to report inappropriate behaviour, demonstrating improved confidence in the service processes.
- An innovative example such as the introduction of a Shadow Board, where members with lived experience of being in an underrepresented group review decision papers and provide input to the Service Executive Board to ensure the impacts on all members of the service are considered.

Business Planning Processes

6. The service has fully reviewed its business planning processes and restructured to create capacity and align new internal governance processes that have reduced bureaucracy and enabling more efficient decision making with clear routes.
 - The service has fully embedded a Performance and Assurance Framework which enables the monitoring and active management of performance against statutory responsibilities from a local level (including links to appraisal objectives to assist staff with understanding how their activity contributes to service objectives) through to public reporting through the scrutiny process.
 - Local Risk Management Data and Plans have been introduced for each station area, which translates service objectives into community activity.
 - Data visualisation has been improved with the introduction of PowerBI and a roadmap for future improved use.
 - Introduction of the Design Authority Group (DAG) to ensure subject matter expert advice is fed into the business planning process and ensures alignment with wider county council business requirements.

Member Engagement

7. The dedicated Fire and Rescue Scrutiny Committee is now in place, ensuring Members have the time and space to fully scrutinise the activity and performance of the Service. The committee has now met twice, during which time they considered the Performance and Assurance Framework for Fire and Rescue which focused on strategic objectives and outcomes for residents and service users. Additionally, the scrutiny committee can scrutinise areas in greater depth through 'Task and Finish Groups'. This format was used to ahead of the Fire Authority decision to invest in a new Fire Station and Training Centre in Horsham on the 28th August and a further Task and Finish Group is planned for January to focus on the performance of the Joint Control Centre, following a year of the new arrangements.

Operational Resilience and Assurance

8. The service recognises the critical importance of operational resilience and has made significant progress in assuring this, the service has reintroduced the Assistant Chief Fire Officer position, and introduced a new strategic officer operating model which included upskilling a number of Area Managers to provide resilience to ensure that West Sussex always has resilient operational cover to deal with major and significant incidents.
9. A Service Delivery Centre has been introduced which focuses on ensuring operational resources are prioritised in most efficient way. This has improved the availability of operational assets and also reduced the burden on operational response managers of organising logistics, enabling them to focus on core activity such as training, prevention and protection work.
10. The service recognises the extent of the challenge presented by the retained duty system, which are challenges similarly faced by all fire and rescue services who operate this duty system. They have clear steps in place to improve the resilience of retained appliances, including investment in Retained Liaison Officers to support recruitment and retention, county crewing to utilise off-duty retained staff to cover shortfalls and acquiring new training facilities with an operating model that will guarantee access to retained firefighters at times that reduce the impact on their primary employment.
11. The investment into the service has resulted in significant improvements. In November 2020 a decision was made to close the Independent Advisory Panel as a result of the considerable improvements made by West Sussex Fire and Rescue. The panel recognised that there has been an overwhelming amount of progress since the first meeting on 11th December 2019 and subsequent inspection (HMICFRS) revisit of which recognition was also reported regards the pace of change and positive impact this was having on staff.

2020/21 CAPITAL MONITOR as at the end of December 2020

Portfolio	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
	20/21 In-Flight Capital Programme (February County Council)	20/21 Pipeline Capital Programme (February County Council)	20/21 Total Capital Programme (February County Council)	Slippage/ (Acceleration) from 2019/20	Total 20/21 Revised Capital Programme	Forecast			Full Year Forecast	Over/(Under) Spend	Full Year Forecast as at Quarter One	Full Year Forecast as at Quarter Two	Variance from Quarter Two to current Full Year Forecast
	£000	£000	£000	£000	£000	Actuals to Date	In-Flight Forecast for Remaining Period	Pipeline Forecast for Remaining Period					
Core Programme						£000	£000	£000	£000	£000	£000	£000	£000
Adults and Health	1,250	1,960	3,210	368	3,578	766	2,805	0	3,571	(7)	2,578	3,882	(311)
Children and Young People	100	1,400	1,500	(102)	1,398	925	3,742	0	4,667	3,269	3,076	5,589	(922)
Economy and Corporate Resources	570	12,502	13,072	622	13,694	3,895	5,138	0	9,033	(4,661)	12,556	14,994	(5,961)
Education and Skills	12,288	7,845	20,133	2	20,135	14,994	7,980	0	22,974	2,839	21,322	21,373	1,601
Environment	234	0	234	33	267	9	138	0	147	(120)	267	579	(432)
Finance	4,316	6,200	10,516	(3,996)	6,520	1,815	2,255	0	4,070	(2,450)	5,020	4,940	(870)
Fire and Rescue and Communities	4,061	1,250	5,311	144	5,455	4,868	1,289	0	6,157	702	4,759	5,323	834
Highways and Infrastructure	33,763	8,300	42,063	(293)	41,770	23,415	19,602	0	43,017	1,247	42,017	44,184	(1,167)
Total Core Programme	56,582	39,457	96,039	(3,222)	92,817	50,687	42,949	0	93,636	819	91,595	100,864	(7,228)
Income Generating Initiatives													
Economy and Corporate Resources (Gigabit)	200	0	200	161	361	1,040	21	0	1,061	700	441	441	620
Environment (YES)	5,453	0	5,453	545	5,998	265	871	0	1,136	(4,862)	5,998	1,796	(660)
Finance (inc Propco)	0	700	700	1	701	486	1,501	0	1,987	1,286	2,337	2,347	(360)
Highways and Infrastructure (LED)	1,000	0	1,000	0	1,000	124	62	0	186	(814)	1,000	1,000	(814)
Total IGI	6,653	700	7,353	707	8,060	1,915	2,455	0	4,370	(3,690)	9,776	5,584	(1,214)
Total Capital Programme	63,235	40,157	103,392	(2,515)	100,877	52,602	45,404	0	98,006	(2,871)	101,371	106,448	(8,442)

Capital Narrative - Quarter Three (October to December) 2020/21

The capital programme, as approved by County Council in February 2020, agreed a programme totalling £103.4m for 2020/21. £2.5m of this expenditure, originally profiled to spend in 2020/21, was accelerated and spent in 2019/20, revising the capital programme to £100.9m.

Since this time, profiled spend has decreased overall by £2.9m, to give a current full year estimate spending forecast for 2020/21 of £98.0m, with £93.6m on core services and £4.4m on income generating initiatives.

A detailed listing of all the changes to the capital programme are detailed in the Capital Programme Portfolio Quarterly Movements document attached.

Quarterly Update

The main movements to the spending profile between October and December 2020 are detailed below:

Adults and Health – (-£0.311m)

Choices for the Future Part A – (-£0.311m) – Revised estimated costs for 2020/21 from contractors has resulted in budget being slipped into 2021/22 due to Covid-19.

Children and Young People – (-£0.922m)

Cissbury Lodge (-£0.650m), May House (-£0.204m) and Seaside (-£0.213m) – The tenders received were well below our original estimate. Covid-19 has been cited as the main reason for this reduction with contractors quoting lower rates to compete for scarce work. In total, £1.067m has been removed from 2020/21 and a further £0.050m taken away from 2021/22. This superfluous funding has been returned to the capital improvements line to fund future projects subject to business cases.

Brick Kiln Farmhouse - £0.015m – Approval has been given for £0.060m to be allocated from the Children's Social Care Phase 1 Allocation to fund refurbishment works to Brick Kiln Farmhouse. £0.015m is estimated to spend this financial year with the remainder in 2021/22.

High Trees £0.030m, Orchard House £0.070m, Teasel Close £0.030m – Approval has been given for £0.603m from the Children's Social Care Phase 2 capital programme allocation of £5.2m to develop the design (RIBA stages 1 to 4) of three children's homes. £0.130m is estimated to be spent in the current financial year with the remainder in 2021/22.

Economy and Corporate Relations – (-£5.961m)

Gigabit Voucher Scheme – (-£0.300m) – This scheme is based on communities registering with a supplier and then the supplier undertaking the gigabit connection. Due to the expected lag between the community joining the scheme and the connection, the majority of the spend is now expected towards the latter period of the scheme.

Growth Programme – (-£4.000m) – New schemes within the growth programme pipeline section have been slower to come forward than first estimated mainly due to Covid-19, therefore our original estimate has been reprofiled into future years and will be profiled accordingly when future business cases come forward for approval.

Transformation Programme – (-£1.661m) – Latest estimated eligible expenditure has reduced, this will be further refined once current revenue spend is decided if eligible for capitalisation under the CIPFA regulations.

Education and Skills - £1.601m

SEND - £0.307m – A total allocation of £0.880m has been approved to develop the designs for seven special support centres to RIBA Stage 4 following completion of the feasibility studies undertaken by the Multi-Disciplinary Consultants. £0.307m is estimated to spend in the current financial year with the remainder in 2021/22.

Section 106 Schools FFE and IT - £0.660m – The allocation of £0.881m from Section 106 funds to fund furniture, fittings and equipment at named schools in accordance with the requirements of the individual Section 106 Agreements has been approved with £0.660m estimated to spend in the current financial year with the remainder in 2021/22.

S106 Infrastructure Block Allocation - £0.250m – £6.268m from Section 106 Funds has been approved towards the provision of small and medium capital investment projects at schools in accordance with the requirements of the individual Section 106 Agreements. This has been profiled to spend £0.250m in 2020/21 and the remaining balance in 2021/22.

Schools Capital Maintenance - £2.700m – Works have progressed much quicker than first anticipated therefore £2.7m has been accelerated which reflects the fact that the current commitments are substantially in excess of the estimated budget.

Parklands Primary School - £0.276m – Scheme is currently in defects period. Further funding has been approved for additional remedial and latent defect works to achieve full use of the new extension.

Nyewood Primary School - £0.150m – Scheme is progressing quicker than first anticipated therefore funding has been accelerated into 2020/21 from 2021/22.

Shelley Primary School - (-£0.520m) – Tenders have now been received less than the budgeted amount therefore scheme is anticipated to underspend by £0.3m which will go back into the Basic Need pipeline to fund future additional pupil places. The remaining has been re-profiled into 2021/22 to fund the final retention

settlement. Discussions on the final value are currently underway with the contractor.

Rake Primary School (-£0.032m) – Scheme has completed with a small underspend; remaining funding will go back into the basic need pipeline to fund future additional pupil places.

The Forest School - £0.030m – Approval of £0.150m from the Basic Need budget to fund the design work required for RIBA Stages 1 - 4 for Phase 1 of the project to adapt The Forest School to co-educational from September 2021.

The Forest School All Weather Pitch - £0.020m – £0.110m in total has been approved for design fees all funded by Section 106 agreements, £0.020m is profiled to be spent in this financial year with £0.090m profiled in 2021/22.

Steyning FFE - £0.150m – Approval for £0.150m of Section 106 funding has been granted to enable the purchase of additional ICT infrastructure at Steyning Grammar School.

Tanbridge House All Weather Pitch - £0.015m – £0.830m from Section 106 funds has been approved for design fees for the replacement of the All Weather Pitch at Tanbridge House School, £0.015m is profiled in 2020/21 and £0.680m in 2021/22.

Queen Elizabeth II – (-£0.750m) – This project will now enter the construction stage in 2021/22 due to delays in receiving the ground surveys, there is no impact on the delivery date of the scheme therefore £0.750m has been slipped into 2021/22 leaving £50,000 of design fees in 2020/21.

Woodlands Meed – (-£1.100m) – £1.1m has been re-profiled into 2021/22, the original profiling was preliminary however was ambitious at the time considering that a contractor would have been engaged sooner.

Palatine Special School – (-£0.150m) – £0.150m has been slipped into 2021/22 due to delays in reduced site access, sub-contractor availability and to avoid adverse effects on any wildlife. The pre-application design process added further delay due to changes requested by the school and because the consultation period with the school was extended due to Covid-19 pressures and absences. Despite these impacts, completion is still on track for Summer 2022.

Oak Grove College - £0.015m – Approval of £0.060m from the SEND capital budget to enable the appointment of the Multi-Disciplinary Consultant for stages 1 to 4.

Felpham Community College – (-£0.200m) – Project is past practical completion stage, the final retention settlement is still to be agreed with the contractor therefore £0.200m has been moved into 2021/22 whilst these discussions take place.

Crawley Down – (-£0.120m) – Project is past practical completion stage, the final retention settlement is still to be agreed with the contractor therefore £0.120m has been moved into 2021/22 whilst these discussions take place.

Bourne Community College - (-£0.100m) – Project is past practical completion stage, the final retention settlement is still to be agreed with the contractor therefore £0.100m has been moved into 2021/22 whilst these discussions take place.

Environment – (-£0.432m)

Faygate Landfill Site – (-£0.082m) – The outcome of the conceptual model has recommended the requirement for further investigations. Site investigations have been agreed for this financial year with any design and new scheme taking place in future years.

Fairbridge Waste Transfer Site, Japanese Knotweed – (-£0.300m) – After further discussions with the contractor works have slipped to coincide with the spring growth as this is more beneficial to eradicating the Japanese Knotweed.

Carbon Reduction – (-£0.050m) – There have been delays in schemes being progressed due to current uncertainties and seeking clarity on other funding sources such as grants within the Smarthubs funding therefore the funding has been slipped into future years.

Finance – (-£0.870m)

Chichester School Buildings Demolition – (-£0.353m) – This project has not been possible to complete before March 2021 due to delays caused by asbestos and various species such as bats and slow worms being found on site therefore the LEP funding that had been passed to us by Chichester DC for this project has been returned back to them so that they can utilise the funding within the Chichester Growth Programme before the deadline.

Crawley County Buildings Demolition (-£0.256m) – A delay in receiving the tender report has meant that the completion of the contract has been reprofiled into early 2020/21.

Capital Improvements Programme – (-£0.261m) – It is unlikely new schemes will come forward between now and the financial year end so therefore the funding will be reprofiled into 2021/22.

Fire and Rescue and Communities – £0.834m

Fleet – £1.561m – Funding has been accelerated from 2021/22 to 2020/21 as delivery of fleet was quicker than first anticipated.

Horsham Combined Blue Light Centre – (-£0.500m) – The full business case has now been approved; therefore detailed profiling of costs is now more certain. This has resulted in our original estimate from the strategic outline case being slipped into 2021/22.

Fire Improvements – (-£0.227m) – New schemes within the fire improvements programme pipeline section have been slower to come forward than first estimated mainly due to COVID19 therefore our original estimate has been reprofiled into

future years and will be profiled accordingly when future business cases come forward for approval.

Highways and Infrastructure - (-£1.167m)

Footways Improvements Programme - £0.016m – External contributions secured from Chichester District Council and Chichester City Council for additional works therefore the budget has been increased accordingly.

A29 Re-alignment, Bognor Regis, Phase 1 - £0.500m – The detailed design and planning application work has progressed quicker than first estimated therefore funding has been accelerated from 2021/22 to continue works.

On Street Parking – (-£0.073m) – East Grinstead machines are being upgraded rather than replaced so this funding has been moved to the end of the programme in 2022/23.

Flood Management – (-£0.070m) – Hassocks and Shoreham Harbour works taking place in 2021/22, delayed due to Covid19.

Highways Delivery Programme - (-£1.540m) – £1.356m of budget relating to numerous schemes has been reallocated into next year's delivery programme due to a variety of reasons. Schemes have been delivered at a reduced cost; this is because of the increased value for money with the new contract model whilst a small number of schemes have been deferred to next year due to delivery resource. £0.184m of s106 funding has been cancelled out of the delivery programme, £0.120m have completed under budget, this funding will remain with the County Council and will fund future schemes within the same area as and when required, £0.33m has been put on hold by local members whilst an alternative scheme is proposed and finally £0.031m has been cancelled as the scheme is no longer required.

Income Generation Initiatives – (-£1.214m)

Economy and Corporate Relations

Gigabit - £0.620m – Scheme is progressing quicker than first anticipated therefore funding has been accelerated into 2020/21 from 2021/22.

Environment

Your Energy Sussex, Westhampnett Solar Farm – (-£0.040m) – Additional landscaping is now required and will be completed in the Spring.

Your Energy Sussex, Various Schemes in Design - (-£0.200m) – Costs have currently been kept to a minimum where full design has not been confirmed. The business cases for Baystone and Watery Lane to initiate full project design are now scheduled for early in the new financial year.

Your Energy Sussex, Halewick Lane – (-£0.350m) – The phase 1 demolition period for the site is now underway after delays. Expected payments for the subsequent works has being reprofiled into future years.

Your Energy Sussex, Bird Protection – (-£0.070m) – A reduction in budget required due to competitive tendering being received.

Finance

Midhurst Salt Barn - £0.040m – Approval has been given to provide capital works for the storage of salt at WSCC's Stedham depot. The salt was previously stored at Midhurst Depot which is being sold to increase our capital receipts.

Horsham Enterprise Park (-£0.400m) – The project has been delayed due to asbestos removal pushing £0.400m into future financial years.

Highways and Infrastructure

Street Lighting LED – (£0.814m) – The project has been delayed due to legal delays with the Deed of Variation with the works now expected to commence in April 2021.

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Workforce KPIs

2020 Q3
1st Oct 2020 to 31st December 2020

Indicator	West Sussex County Council					
	2020 Q3	2020 Q2	Change since last quarter	Intended Direction of Travel	Target 2019/2020	Commentary

Resourcing & Talent							
Employed workforce <small>(Includes all staff directly employed by WSCC. Excludes casuals, agency, outside bodies, pensioners and partners)</small>	Total Headcount (total number of people employed over reporting period)	5,425	5,374	↑ 51	N/A	N/A	Headcount and FTE has increased slightly this quarter. There has been a £5.9 million increase in the Employee Paybill for Q3. This is primarily due to an NJC pay award of 2.75% being paid and backdated to April 2020. In the previous quarter, the Employee Paybill for FRS showed a significant increase due to the cost code for COVID-19 related expenditure being placed in FRS. This cost code has now been disaggregated and allocated to the relevant directorate which results in a decrease being shown in FRS and an increase in all other Services.
	Active Headcount (number of people employed on 28th of last month of reporting period)	5,335	5,274	↑ 61	N/A	N/A	
	Active FTE (on 28th of last month of reporting period)	4,733	4,666	↑ 68	N/A	N/A	
	Employee paybill (including on costs and casuals, excluding agency and schools)	£56,343,261	£50,370,088	↑ £5,973,173	N/A	N/A	
Agency (Manpower)	Headcount (Manpower)	350	333	↑ 17	N/A	N/A	Agency headcount and contract spend has remained virtually static from the previous quarter. In Adults Services the headcount is lower than Q2 but the contract spend is higher. This is due to a number of higher grade agency workers being contracted plus an increase in the number of hours worked.
	Contract spend	£4,720,279	£4,636,535	↑ £83,743	↓	Reduction of £0.5m since previous year	
	Manpower % of total workforce <i>(Total Headcount + Manpower Headcount)</i>	6.1%	5.8%	↑ 0.3%	N/A	N/A	
Recruitment	Total number of starters (over reporting period)	164	221	↓ -57	N/A	N/A	There has been a fall in the number of both starters and leavers this quarter with a net gain of starters. The fall in starters in 'all other services' from 139 to 80 is mostly a result of the significant increase last quarter following the insourcing of Service Finance to Resources.
Retention	Total number of leavers (over reporting period)	76	108	↓ -32	N/A	N/A	
Staff turnover	Rolling turnover rate (average headcount over the previous 3 months, divided by the number of leavers over the last 3 months)	2.1%	1.9%	↑ 0.3%	➡	Between 2-3.75% (rolling qtlly target)	Rolling turnover is up slightly and is now just inside the rolling quarterly target of 2%-3.75%.

Performance & Skill							
Training & development	Staff induction completion rates	80.0%	76.0%	↑ 4%	↑	90%	The staff induction completion rate has increased again and the rate is now at 80% and approaching the 90% target. There has been a noticeable increase in the completion rate in Adults Services from 69% in Q2 to 92% in Q3, but also a fall in 'all other services' from 85% in Q2 to 77% in Q3.
	Percentage of managers who have undertaken formal appraisal training	85.0%	83.0%	↑ 2%	n/a	90%	
	Percentage of 'did not attend' booked training sessions run through the L&D Gateway	12.0%	10.0%	↑ 2%	↓	5%	There has been an increase overall in the percentage of 'did not attend' a booked training session and the percentage of short term cancellations. There are some significant increases in these percentages shown for individual services, but as mentioned last quarter the percentage can be volatile due to the significant reduction in scale of bookings since the start of the pandemic.
	Percentage of short notice (1-10 day) cancellations for booked training sessions run through the L&D Gateway	11.0%	8.0%	↑ 3%	↓	5%	
Employee Relations <small>(new cases during the reporting period)</small>	Suspensions	0	0	➡ 0	N/A	N/A	There has been a fall in disciplinary cases from 5 in Q2 to 1 in Q3 and there was an appeal rejected by the Staff Appeals Panel. Otherwise the employee relations figures are similar or the same as those from the previous quarter.
	Dismissals (exc redundancy ie ER)	0	0	➡ 0	N/A	N/A	
	Staff Appeals panel: upheld	0	0	➡ 0	N/A	N/A	
	Staff Appeals panel: rejected	1	0	↑ 1	N/A	N/A	
	Employee grievances	0	0	➡ 0	N/A	N/A	
	Disciplinary cases	1	5	↓ -4	N/A	N/A	
	Formal capability (performance)	1	2	↓ -1	N/A	N/A	
	Formal capability (health)	0	0	➡ 0	N/A	N/A	
	Employment tribunals	0	0	➡ 0	N/A	N/A	

Adults Services		Children & Family Services		Fire & Rescue Service		All other Services	
2020 Q3	2020 Q2	2020 Q3	2020 Q2	2020 Q3	2020 Q2	2020 Q3	2020 Q2

1,106	1,085	1,467	1,466	657	650	2,248	2,173
1,080	1,065	1,386	1,430	646	641	2,225	2,138
925.7	911.9	1,232.9	1,264.3	604.5	605.0	1,839	1,884
£11,406,961	£10,171,537	£16,605,245	£13,891,212	£6,777,672	£7,074,740	£21,553,383	£19,232,599
79	87	172	167	7	7	99	78
£741,459	£680,898	£2,770,453	£2,843,082	£47,560	£40,838	£1,160,806	£1,071,717.65
6.7%	7.4%	10.5%	10.2%	1.1%	1.1%	4.2%	3.5%
32	31	34	45	18	6	80	139
17	15	30	32	11	8	18	53
2.3%	1.3%	2.8%	2.1%	2.4%	1.2%	1.5%	2.1%

92%	69%	73%	62%	92%	84%	77%	85%
93%	88%	68%	64%	n/a	n/a	93%	93%
16%	4%	13%	0%	16%	5%	11%	11%
11%	0%	11%	14%	4%	8%	14%	7%
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	1	0	0	0
0	0	0	0	0	0	0	0
0	0	1	5	0	0	0	0
0	0	1	2	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0

Indicator	West Sussex County Council					
	2020 Q3	2020 Q2	Change since last quarter	Intended Direction of Travel	Target 2019/2020	Commentary

Adults Services		Children & Family Services		Fire & Rescue Service		All other Services	
2020 Q3	2020 Q2	2020 Q3	2020 Q2	2020 Q3	2020 Q2	2020 Q3	2020 Q2

Health, Safety & Wellbeing							
Level of sickness absence (May retrospectively increase due to late reporting of sickness)	Sick days lost (calendar days lost)	17,952	13,753	↑ 4,199	N/A	N/A	Total overall sickness has increased noticeably this quarter and is higher by 4,199 days compared to the previous quarter. However, when compared with the same quarter last year, the increase reduces to 701 days in overall sickness (Q3 2020 17,952 days; Q3 2019 17,251 days). Comparison with the same quarter in the previous year ensures the seasonal nature of illnesses is accounted for. The average sick days per FTE has increased from 2.6 days to 3.3 days sickness but is only slightly higher this quarter when compared with the same quarter last year.
	Average sick days per FTE	3.3	2.6	↑ 0.7	↓	TBC	
Short term sickness absence (less than 21 calendar days)	Number of calendar days lost	4,054	2,618	↑ 1,436	↓	N/A	There has been a rise of 1,436 days lost due to short term sickness compared with the last quarter, but when compared with the same quarter last year, there has been a fall of 2,365 days.
	Top reason for short term absence	Musculoskeletal, Fractures, Injury, Surgery	Musculoskeletal, Fractures, Injury, Surgery	N/A	N/A	N/A	
Long term sickness absence (more than 21 calendar days) - see Note below	Number of calendar days lost	13,898	11,135	↑ 2,763	↓	N/A	The top reason for short term absence remains Musculoskeletal following the change from Anxiety/Stress that occurred in Q1. This continuation of Musculoskeletal as the top reason for short term absence is particularly important given the change to employees working from home. This is continuing to be monitored by the New Ways of Working group. For long term sickness, Anxiety/Stress continues to be the top reason for absence.
	Top reason for long term absence	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health	N/A	N/A	N/A	
Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) incidents to the Health and Safety Executive (HSE)	Violence at work	1	0	↑ 1	↓	N/A	A significant increase in RIDDORs reported to the HSE, rising from 1 in Q2 to 20 in Q3. 17 of the 20 are for occupation exposure to disease resulting in COVID-19 positive cases; 15 of these 17 occurred in FRS. Of the 3 other RIDDOR reports there was one violence at work incident where a member of staff was hit when assisting a person being supported; and two were separate accidents where the injuries sustained resulted in the employee having more than 7 days off work
	Accident	2	1	↑ 1	↓	N/A	
	Dangerous occurrence	0	0	→ 0	↓	N/A	
	Total RIDDORs reported to HSE	20	1	↑ 19	↓	N/A	

5,261	4,287	6,447	4,185	1,797	1,437	4,447	3,844
4.9	4.1	4.6	3.0	2.4	1.93	2.0	1.77
1,273	879	1,066	652	427	289	1,288	798
Musculoskeletal, Fractures, Injury, Surgery	Digestion, Reproduction & Glandular systems	Respiratory, Cough, Cold, Flu	Anxiety, Stress, Depression, Mental Health	Unknown	Unknown	Musculoskeletal, Fractures, Injury, Surgery	Anxiety, Stress, Depression, Mental Health
3,988	3,408	5,381	3,533	1,370	1,148	3,159	3,046
Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health	Unknown	Anxiety, Stress, Depression, Mental Health	Musculoskeletal, Fractures, Injury, Surgery	Musculoskeletal, Fractures, Injury, Surgery
1	0	0	0	0	0	0	0
1	0	1	0	0	1	0	0
0	0	0	0	0	0	0	0
4	0	1	0	15	1	0	0

Workforce Report – December 2020

General

An initial view on the impact of Covid-19 on the workforce was provided in the last report for Quarter 2. This highlighted several areas where Covid-19 might be affecting the workforce such as employee welfare.

With more data available this quarter it is possible to have a firmer view on how Covid-19 is, or isn't, impacting on our workforce.

Last quarter it was reported that short-term sickness absence had been consistently lower since the start of the first government restrictions in March 2020 and the change to a predominantly home working model. This quarter, the number of days lost to short-term sickness absence has increased and is now at a level just below the same quarter in 2019. This might indicate that the impact on the workforce and the changes made because of Covid-19 have now been normalised to some extent and we may be seeing a return to sickness levels experienced before the pandemic. The level of short-term sickness absence during the next quarter will either help to confirm this view or show that this quarter's rise in short-term sickness was an exception.

There was a proposition last quarter that employees using their own desks, chairs and other general office equipment etc. may be a contributing factor rise in short-term sickness attributed to musculoskeletal. Musculoskeletal has remained the top reason for short-term sickness this quarter. An assessment has been made on the musculoskeletal sub-categories (back pain, knee injury etc) and this has found that there is general alignment of the sub-categories in their ranking and scale when compared to the same quarter in 2019. This may indicate that the previous link to employees using their own office equipment is not a significant reason for musculoskeletal being the top reason for absence. This continues to be monitored.

There has been an increase in the percentage of calendar days lost due to Anxiety/Stress during Covid-19, particularly for long-term sickness. The number of days attributed to this reason for absence are higher this quarter than in the same quarter in 2019. This might indicate that employees are beginning to experience higher levels of anxiety/stress as a result of factors associated with the pandemic not necessarily work related.

The situations outlined in the paragraphs above are continuing to be monitored by the New Ways of Working group.

For West Sussex County Council overall and for long term sickness, there has been no change in the order of the top four sickness absence categories since the start of the pandemic. The relative scale of each category has remained fairly consistent since March 2020.

There has been a noticeable drop in 'Respiratory, Cold & Flu' this quarter with this category ranked as the fourth highest reason for absence compared to the same quarter in 2019 when it was the second highest reason for sickness absence. This might be due to several factors, but social distancing and the wearing of masks and higher reported uptake of the flu vaccine this winter are possible to have been significant contributing factors.

The impact of Covid-19 is fluctuating, and we are seeing previous impacts lessen as new potential impacts emerge. The New Ways of Working group is monitoring these impacts as they recede and emerge.

Workforce KPIs

Resourcing and Talent

Headcount and FTE has increased slightly this quarter. There has been a £5.9m increase in the Employee Paybill for Q3. This is primarily due to an NJC pay award of 2.75% being paid and backdated to April 2020. In the previous quarter, the Employee Paybill for FRS showed a significant increase due to the cost code for Covid-19 related expenditure being placed in Fire and Rescue Services. This cost code has now been disaggregated and allocated to the relevant directorate which results in a decrease being shown in Fire and Rescue Services and an increase in all other services.

Agency headcount and contract spend has remained virtually static from the previous quarter. In Adults Services the headcount is lower than Q2 but the contract spend is higher. This is due to a number of higher-grade agency workers being contracted plus an increase in the number of hours worked.

There has been a fall in the number of both starters and leavers this quarter with a net gain of starters. The fall in starters in 'all other services' from 139 to 80 is mostly a result of the significant increase last quarter following the insourcing of Service Finance to Resources.

Rolling turnover is up slightly and is now just inside the rolling quarterly target of 2%-3.75%.

Performance & Skill

The staff induction completion rate has increased again this quarter and the rate is now at 80% and approaching the 90% target. There has been a noticeable

increase in the completion rate in Adults Services from 69% in Q2 to 92% in Q3, but also a fall in 'all other services' from 85% in Q2 to 77% in Q3.

There has been an increase overall in the percentage of 'did not attend' a booked training session and the percentage of short-term cancellations. There are some significant increases in these percentages shown for individual services, but as mentioned last quarter the percentage can be volatile due to the significant reduction in scale of bookings since the start of the pandemic.

Formal appraisal training for managers has shown another increase and is now at 85% and is now five percentage points away from the annual target.

There has been a fall in disciplinary cases from five in Q2 to one in Q3 and there was an appeal rejected by the Staff Appeals Panel. Otherwise the employee relations figures are similar or the same as those from the previous quarter.

Health, Safety & Wellbeing

Total overall sickness has increased noticeably this quarter and is higher by 4,199 days compared to the previous quarter. However, when compared with the same quarter last year, the increase reduces to 701 days in overall sickness (Q3 2020 17,952 days; Q3 2019 17,251 days). Comparison with the same quarter in the previous year ensures the seasonal nature of illnesses is accounted for. The average sick days per FTE has increased from 2.6 days to 3.3 days sickness but is only slightly higher this quarter when compared with the same quarter last year.

There has been a rise of 1,436 days lost due to short term sickness compared with the last quarter, but when compared with the same quarter last year, there has been a fall of 2,365 days.

The top reason for short term absence remains Musculoskeletal following the change from Anxiety/Stress that occurred in Q1. This continuation of Musculoskeletal as the top reason for short term absence is particularly important given the change to employees working from home. This is continuing to be monitored by the New Ways of Working group. For long term sickness, Anxiety/Stress continues to be the top reason for absence.

As reported last quarter, Public Health, HR & Organisational Development and Health and Safety teams have been working to develop a strategic whole Council approach to mental health and to draft a mental health action plan. A working group has been formed to shape and develop this plan.

One of the activities arising from this work has been the creation of Mental Health First Aiders. Employees have been invited to apply to receive training and become Mental Health First Aiders. 80 employees have been selected from those who applied.

Mental Health First Aider training started on the 25th January 2021 and weekly training will be provided with a plan for all 80 employees to be trained by the end of March 2021.

A significant increase in Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDORs) reported to the Health and Safety Executive (HSE), rising from one in Q2 to 20 in Q3. 17 of the 20 are for occupation exposure to disease resulting in Covid-19 positive cases; 15 of these 17 occurred in the Fire and Rescue Service. Of the three other RIDDOR reports there was one violence at work incident where a member of staff was hit when assisting a person being supported; and two were separate accidents where the injuries sustained resulted in the employee having more than seven days off work.

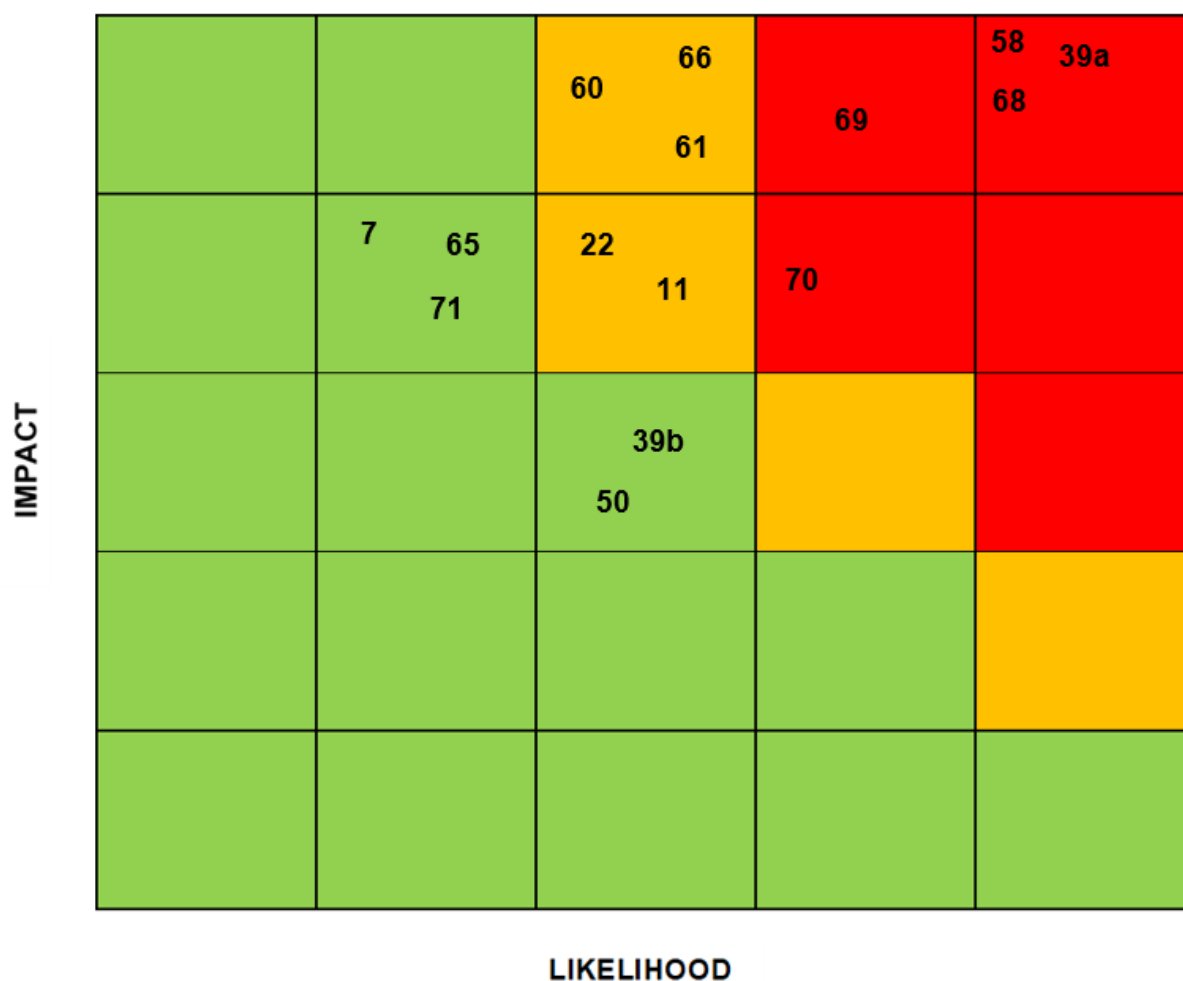
Quarterly Review of the Corporate Risk Register

1 Introduction

- 1.1 The aim of this report is to highlight the key risks and relevant changes to the risk profile/exposure of WSCC.

2 Background and context

- 2.1 The heat map below shows the corporate risks and their current severity/RAG rating (low/medium/high).



- 2.2 During the preceding reporting period there have been the following changes to the corporate risk register.

- **Corporate risk #1** – No deal Brexit - *Removed from corporate risk register.*
 - Recent deal removes this as a concern
 - Services managing any ramifications of the Brexit deal as BAU through Business Continuity Plans and directorate risk registers.
- **Corporate risk #7 – Non-compliance and lack of standardisation in some systems and processes** – *Severity decreased from 12 to 8.*
 - To reflect effectiveness of mitigating actions.

- **Corporate risk #11 – Recruiting and retaining staff** - *Severity decreased from 16 to 12.*
 - To reflect effectiveness of mitigating actions.
- **Corporate risk #22 - Financial sustainability of council services** - *Severity decreased from 25 to 12.*
 - 21/22 balanced budget approved.
 - Risk now focussed on 22/23 budget, tolerated, and monitored regularly. Reference to HMIC FRS and Ofsted removed from risk description as an additional financial pressure for 22/23.
- **Corporate risk #50 - Lack of H&S awareness and accountability** - *Severity decreased from 16 to 9.*
 - To reflect effectiveness of mitigating actions
- **Corporate risk #59 - Benefits from transformation are not realised** - *Removed from corporate risk register.*
 - Transformation is now being managed by respective services.
- **Corporate risk #65 – Corporate leadership, governance, and culture** - *Severity decreased from 12 to 8.*
 - To reflect effectiveness of mitigating actions.
- **Corporate risk #67 – Setting up Children’s Trust diverts council resources** - *Removed from corporate risk register.*
 - Due to positive feedback on progress, and the announcement to defer judgement for at least a year.
 - Risk not considered a current concern, however the programme will be continuously monitored and reported to ELT.
- **Corporate risk #68 – Services will fail to deliver existing work plans due to Covid-19 response** - *Severity increased from 20 to 25.*
 - To reflect increased strain on services and staff.
- **Corporate risk #69 - Children’s services will fail to deliver an acceptable provision to the community** - *Severity decreased from 25 to 20.*
 - To reflect progress of Children First Improvement Plan and recent Children’s Trust judgement.
- **Corporate risk #70 - Lack of capacity to deal with strategic/organisational issues due to Covid-19 response** - *Severity increased from 12 to 16.*
 - Due to current and future ramifications of the imposed lockdown.
- **Corporate risk #71 - Mental and physical wellbeing (and emotional resilience) of staff** - *Severity decreased from 16 to 8.*
 - To reflect effectiveness of mitigating actions.

2.3 The following table summarises risks on the corporate risk register with the current severity graded above the tolerance threshold:

Risk No	Risk	Score - Prev Qtr	Score
CR39a	Cyber-security	25	25
CR58	Failure of social care provisions	25	25
CR68	Services will fail to deliver existing work plans due to Covid-19 response	20	25
CR69	Children's services will fail to deliver an acceptable provision to the community	25	20
CR70	Lack of capacity to deal with strategic and organisational issues	12	16

- 2.4 Operational Covid-19 risks are considered and managed within the services, either through the production of new risks or applying the ramifications to an existing risk and its assessment. In addition, corporate Covid-19 risks are captured and controlled by the councils Covid-19 response team. The Corporate Risk Manager presents a summary of risks by themes and workstreams to ELT monthly for consideration. The table below summarises the key corporate Covid-19 risks.

Key Corporate Covid-19 Risks
Staff Shortage in Adults Services for older people's visits.
Community Hubs may not have enough staff capacity to manage an increase in demand, resulting in a failure to deliver essential food and medicine to vulnerable people.
Providers are increasingly unwilling to accept new placements which may cause a reduction in external placements and in-house foster care arrangements. This will lead to children not being looked after, becoming more vulnerable and at risk of harm.
Care homes are struggling to maintain an economically sustainable number of residents when experiencing deaths due to Covid-19 (>50% occupancy required). This lack of revenue creates a risk of care home closures which would then require financial intervention by WSCC to prevent this from occurring.

Corporate Risk Register

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score	
CR68	The government have placed restrictions and imposed requirements on Local Authotities to support in the management of the COVID-19 pandemic. If local (county or district) responsibilities are prolonged or additional measures imposed, there is a risk services will fail to deliver existing work plans due to staff responding to the impact of the pandemic, or staff shortages due to sickness.	Chief Executive	1. Failing to deliver statutory duties.	Mar-20	5	5	25	Treat	5	2	10	Review and update business continuity and service critical plans.	CLT	ongoing	Business continuity plans periodically reviewed. To date there is sufficient resource to deal with challenges.	5	5	25	Apr-21
			2. Negative reputational impact.									Regular engagement with MHCLG and ensure information and direction is discussed and implemented through the Strategic Coordinating Group (SCG-Gold) and Tactical Coordination Group (TCG-Silver).	Chief Executive	ongoing	Outcomes to inform Tactical Management Group (TMG), Strategic Management Group (SMG), and Local Health Resilience Partnership (LARP) for action/info.				
			3. Residents don't receive support required.									Develop communications when required to manage expectations of staff and residents on WSCC response position.	Head of Communications	ongoing	Collaboration and agreement on services provision messages with directorates and ELT through current COVID-19 mechanisms (TMG and SMG).				
			4. Insufficient budget/budget exceeded.									To continue to lobby government groups to influence funding decisions.	Chief Executive	Ongoing	Sufficient funding received to date to deal with the cost.				
			5. Increase risk to life.									IA to conduct review of lessons learned from 1st wave and communicate.	Director of Finance & Support Services	Feb-21	Internal Audit have commenced the review.				
			6. Information not shared appropriately.									Services to consider impacts should government impose restrictions (via tier system) at a district level as opposed to county.	CLT	ongoing	To be captured in business continuity plans.				
CR70	There is an increasing demand placed on the senior officers due to the ongoing threat of COVID19 and additional burdens due to devolved responsibilities. This may lead to a continued lack of capacity to deal with strategic/organisational issues , leading to poor decision making.	Chief Executive	1. Outcomes for residents not delivered	Aug-20	4	3	12	Treat	4	3	12	Continue to monitor service resource impact.	ELT	ongoing	Concerns raised through ELT	4	4	16	Apr-21
			2. Residents don't receive support needed.									Provision of support to services when required.	SMG	ongoing	Support requests raised through TMG and escalated to SMG if required.				
			3. Failing to deliver statutory duties																
CR71	As part of the 'new normal' WSCC staff will be expected to continue to work from home (current exceptions being areas of critical business that cannot function in this way and staff unable to work in a safe environment at home). This may adversely effect the mental and physical wellbeing (and emotional resilience) of staff which will lead to an increase in absences and poor service delivery to residents.	Director of Human Resources & Org Dev	1. Increase in poor physical health of staff.	Aug-20	4	4	16	Tolerate	4	2	8	Mental health training and support (particularly for managers).	Health and Safety Manager	ongoing	Stress Management corporate guidance, mental health for managers e-learning series, adoption of mental health first aiders across the council and the employee assistance programme (EAP).	4	2	8	May-21
			2. Increase in poor mental health of staff.									DSE assessments carried out and regularly reviewed.	Health and Safety Manager	ongoing	Directorates responsible for completion of staff assessments. Comms to communicated the requirement to complete the DSE self-assessment and home working assessment.				
			3. Increase in staff absence.									Appropriate comms to ensure officers are equipped to support staff.	Health and Safety Manager	ongoing	HSW messages being published regularly via One Voice and newsroom articles.				
			4. Poor service delivery to residents.																
			5. Increase in number of claims and premiums.																

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CR7	There are governance systems which inhibit effective performance and a culture of non-compliance and also a lack of standardisation in some systems and processes . Skills and knowledge of systems inadequate and excessive effort required for sound decisions and outcomes.	Director of Law & Assurance	1. Delayed decisions impede service delivery.	Dec-19	4	4	16	Treat	2	2	4	Data on areas of non-compliance used to inform Directors to enforce compliance with standards.	Director of Law & Assurance	Ongoing	AGS actions approved November 2020 - to be updated for RAAC March 21	4	2	8	May-21
			2. Service improvement effort impeded.									Regular compliance monitoring and active corporate support when non-compliance happens to establish better practice.	Director of Law & Assurance	Ongoing	Audit plan settled and activity in progress				
			3. Resources misapplied - poor VFM.									Audit plan focussing reviews on key corporate support systems to identify areas in need of improvement.	Director of Law & Assurance	Ongoing	Actions underway as per agreed audit plan				
			4. Complaints and claims.																
			5. Censure by external inspection.																
CR11	Due to recent reports into service operations and senior leadership instability, there is a risk that the Council will not be seen as an attractive place to work by current and potential employees. This will result in problems recruiting and retaining staff in key skills areas.	Director of Human Resources & Org Dev	1. Over-reliance on interim and agency staff.	Mar-17	4	5	20	Treat	4	2	8	Provision of clear financial support for recruitment and retention policy and provisions procedures.	Head of Specialist HR Services	Jul-21	Partially Completed. Social workers recruitment and retention package in place for 2020. 2021 offer currently under review. Corporate relocation package drafted and being prepared for ELT sign off. Sustainable Social Worker Pay Model being reviewed in light of Trade Union comments.	4	3	12	May-21
			2. Lack of corporate memory.									Application of policy and provisions for various hard to fill posts.	Head of HR Bus Ptr & Org Dev	Ongoing	Use of R&R package to recruit children's social workers. Relocation support for hard to fill roles awaiting sign off by ELT. Use of apprenticeships to build talent pipelines e.g. social worker, occupational therapist, management programmes.				
			3. Inadequate pace/speed of delivery.									Produce Directorate Workforce Strategies to identify skills, capacity and capability requirements.	Head of HR Bus Ptr & Org Dev	Apr-21	Reward & Retention package for Children's Social Workers currently being re-written. Development of Workforce Plan being carried out as part of Children First Improvement Plan.				
			4. Low staff morale and performance.									Development of comprehensive employee value proposition.	Head of Res Org Dev & Talent	Jun-21	Part of People Framework Action Plan, will be progressed once initial kick start projects are delivered.				
												Longer term strategies for addressing recruitment issues e.g. apprenticeships, growing our own.	Head of Res Org Dev & Talent	Ongoing	3 year plans in place for apprenticeships (currently being refreshed). LGA consultancy engaged with; recommendations received. Continuing programme of marketing and awareness raising, e.g. National Apprenticeships Week.				

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CR22	The financial sustainability of council services is at risk due to uncertain funding from central government and/or failure to make the required decisions to ensure the budget is balanced. This has been compounded further with the COVID-19 crisis.	Director of Finance & Support Services	1. Insufficient government funding to deliver services.	Mar-17	4	4	16	Tolerate	4	3	12	Pursue additional savings options to help close the budget gap.	Director of Finance & Support Services	Ongoing	A balanced budget proposal for 2021/22 approved by the Full Council on 12th February 2021. .	4	3	12	May-21
			2. Adverse effect on reserves/balanced budget.									Monitor the use of additional funds made available to improve service delivery.	Director of Finance & Support Services	Ongoing	Use Quarterly Performance Management report (QPM)				
			3. Reputational impact through reduction of service quality									Financial impacts arising from the Covid-19 national emergency need to be reflected and addressed within the TMP and MTFS as appropriate.	Director of Finance & Support Services	ongoing	The QPM report now reflects the impact of Covid-19 and sets out how this impacts specific services and WSCC as a whole. This is underpinned by a bespoke recording approach within SAP, which clearly accounts for the costs incurred and funding received from Government, alongside the Delta return made to MHCLG on a monthly basis. The MTFS planning framework also reflects the potential impact of Covid-19, both from the potential funding and budget pressures perspectives.				
			4. Increased liability of service delivery, transferred by external partners due to funding restrictions i.e. supporting homelessness.									Financial implications will be monitored and reported separately. Government has provided additional funding to support the local response.	Director of Finance & Support Services	ongoing	This has evolved during the course of the financial year, with additional funding streams becoming available. There has been consistent and comprehensive reporting of the implications for WSCC within the QPM process, which currently indicate a near breakeven position.				
			5. Additional unexpected service and cost pressures from savings decisions.																
			6. Financial implications for both 2022/23 and the medium term arising from the national emergency circumstances associated with Covid-19.																
CR39a	As a result of staff accessing unsafe links from external sources and unauthorised/insecure website browsing, the Council's systems will be subjected to a Cyber-Security attack leading to a loss of data or system failure.	Director of Finance & Support Services	1. The Council suffers significant financial loss or cost.	Mar-17	4	5	20	Treat	4	4	16	Improve staff awareness of personal & business information security practices & identification of cyber-security issues. Continued actions due to evolving threats.	Head of IT	Ongoing	Regular comms distributed to all staff. Continuing to drive employees to undertake mandatory annual Information Security and Data Protection education and certification. Adhoc actions taken (as appropriate) in response to level of cyber threat.	5	5	25	May-21
			2. The Council's reputation is damaged.									Maintain IG Toolkit (NHS) & Public Service Network security accreditations.	Head of IT	Ongoing	Ongoing works to ensure appropriate connectivity/accreditation for applicable public sector/government networks/system connectivity.				
			3. Resident's trust in the Council is undermined.									Conduct tests including penetration, DR and social engineering. (conducted 6 monthly)	Head of IT	Ongoing	2021 testing schedule defined and in delivery.				
			4. Partners will not share data or information with the Council.									Ensure that cyber-attack is identified early, that reporting & monitoring is effective, and recovery can be prompt.	Head of IT	Ongoing	Proactive stance implemented to ensure a watching brief for threats/updated guidance notes. WSCC has formally joined SE Warning Advice and Reporting Point (WARP).				
			5. Punitive penalties are made on the Council.									Provide capacity & capability to align with National Cyber-Security centre recommendations.	Head of IT	Ongoing	Training needs assessment regularly undertaken, programme of education developed to ensure IS resources are appropriately skilled and corporate practices followed align to NCSC guidance's.				
												Transition to a controlled framework for process and practice.	Head of IT	Ongoing	IT service redesign to be carried out due to early return of ITO.				

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date
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CR39b	Data protection responsibilities. The Council is a Data Controller and has obligations and responsibilities arising from that role. Council needs resources, skills, knowledge, systems and procedures to ensure obligations are met.	Director of Law & Assurance	1. Individuals or groups come to harm.	Mar-17	4	5	20	Tolerate	3	3	9	Test the effectiveness of DPIA	Head of Data Protection	Ongoing	Annual business process review via DPIA to confirm compliance or to reflect update/risk assessment if business process elements have shifted since last review.	3	3	9	May-21
			2. The Council's reputation is damaged.									Maintain IG Toolkit (NHS) & Public Service Network security accreditations.	Head of IT	Ongoing	Ongoing works to ensure appropriate connectivity/accreditation for applicable public sector/government networks/system connectivity.				
			3. Resident's trust in the Council is undermined.									Undertake Data Privacy Impact Assessments (DPIA) when systems or processes change and carry out resulting actions.	Director of Law & Assurance	Ongoing	Processes settled. Most impact assessments completed. DPIA to be conducted annually.				
			4. Partners will not share data or information with the Council.									Enable safe data sharing, including using appropriate data standards & appropriate anonymization techniques.	Head of IT	Ongoing	Mandatory training implemented to ensure employees are aware of obligations and support available. Data sharing agreements / contractual terms to cover provision of effectively managed DP obligations between WSCC/Suppliers/third parties.				
			5. Punitive penalties are made on the Council.									Ensure the skills and knowledge is available to support Caldicott Guardian in ASC.	Head of Data Protection	Ongoing	Head of IT and DP Team leader to liaise with DASS by end March 21 to settle actions				
												Adopt ISO27001 (Information Security Management) aligned process & practices.	Head of IT	Ongoing	Adoption of ISO27001 is being considered as part of a wider assurance framework being evaluated for implementation to support operation of the Council's internal IT function post the end of the existing IT outsource				
												Review IT systems implemented prior to 25 May 2018 to confirm compliance with updated regulations.	Director of Law & Assurance	Ongoing	Further DPIA review assessment (for pre May 2018 deployed systems) to coincide with review/novation/transformation (to Cloud) of specific IT systems resultant from the return of the Council's IT outsource contract.				
CR50	WSCC are responsible for ensuring the HS&W of its staff and residents. There is a risk that if there is a lack of H&S awareness and accountability by directorates to capture and communicate in accordance with Council governance arrangements, it will lead to a serious health & safety incident occurring.	Director of Human Resources & Org Dev	1. Increase risk of harm to employees, public and contractors.	Mar-17	4	5	20	Treat	3	2	6	Purchase, develop and introduce an interactive online H&S service led audit tool.	Health and Safety Manager	ongoing	Site monitoring inspection templates and audit templates to be created in Firmstep.	3	3	9	May-21
			2. Increase number of claims and premiums.									Conduct a training needs analysis, produce gap analysis to understand requirements and produce suitable courses as a consequence.	Health and Safety Manager	ongoing	Work on the TNA has been paused. H&S e-learning modules bespoke to the council H&S arrangements are being developed with L&D development colleagues. Course content will be owned by the council instead of off the shelf course material.				
			3. Adverse reputational impact to Council.									Incorporate HS&W information into current performance dashboard.	Health and Safety Manager	ongoing	Dashboard to capture details on sickness, absence and H&S. H&S data currently collated relates to RIDDOR and NON-RIDDOR incidents. Data from inspections and audits once the templates are developed in Firmstep will				
			4. Increase in staff absence.									Regular engagement with other LA's on best practice and lessons learned.	Health and Safety Manager	Ongoing					
												Develop and introduce a more comprehensive risk profile approach and front line service based audits.	Health and Safety Manager	Ongoing	HSW risk profiling template created and being launched in some Directorates. C-19 has prevented full launch across the council.				

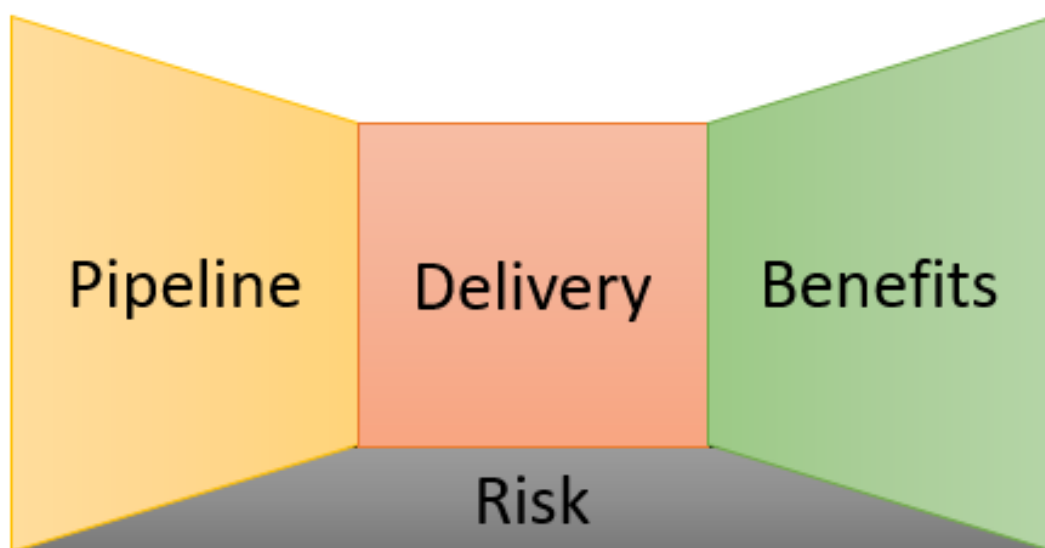
Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date
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CR58	If there were to be a failure of social care provisions there is a risk that both WSCC funded residents and self-funding residents are not being properly cared for; which may result in death or injury to individuals and significant reputational harm to the council.	Executive Director of Adults and Health	1. Potential that people will come to harm and Council will be unable to ensure statutory safeguarding duty.	Sep-18	5	5	25	Treat	3	3	9	Collection of market information on Firefly. Analysis of information and appropriate level of quality assurance response.	Head of Contracts & Performance	ongoing	Due to the implications of COVID19 and service resource constraints, the ability to conduct face to face quality assurance checks has reduced. There is now an increased focus on supporting/improving infection control and closer working with the CCG to ensure the right level of support to care homes is delivered.	5	5	25	May 2021
			2. CQC action against service provider which could lead to establishment closure at short notice									Provision of regular support and communication to care homes to monitor financial sustainability during COVID-19 pandemic.			Regular communication (with a COVID19 focus) with care homes to identify risk areas early. Monitoring of deaths and Covid outbreaks in care homes. This action is reviewed and discussed weekly at WSCC IMT.				
			3. Financial implication of cost of reprovision following closure of services.									Financial analysis of high risk provision - due diligence checks.			Working with strategic contracts to identify key providers for more regular financial checks. Commissioning of sustainability blocks to deliver a level of financial stability.				
			4. Reduced capacity in the market as a result of failure of provision.									In the event of an incident, ensure the consistent implementation of Emergency Response Plans, including a full de-brief and lessons learned.			Emergency plans in place for residential services and Domiciliary Care provision. Continue to work with RET to ensure process is robust and reflects learning from incidences.				
			5. Delay for those residents who are Medically Ready to Discharge (MRD).									Capacity Action plans for residential and non residential services to focus on long and short term actions to improve capacity to support potential contingencies.			Combined Placing and Sourcing Team (CPST) in place to monitor market delays and maintain details of demand for care across sectors. Reported twice weekly to Capacity Oversight Group for commissioning decisions.				
			6. Non-compliance with Care Act.									Administration of central government funding to provide financial support to the sector.			Financial support has been provided to the care market through payments to commissioned provision and through administering Infection Control Grant, Rapid Testing Fund and now the ASC Workforce Grant. In addition a standard annual uplift across the whole market has been agreed to be implemented from April 2021.				
			7. Reputational impact. Public perception of the council being willing to accept poor standards of care. Low public confidence in social care.																

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score	
CR60	There is a risk of failing to deliver the HMIC FRS improvement plan , leading to an adverse affect on service delivery; which may result in failing any subsequent inspection.	Chief Fire Officer	1. Reputational damage	Apr-19	5	4	20	Treat	5	2	10	Ensure robust project and programme governance in place and monitor delivery.	Chief Fire Officer	ongoing	During the revisit, the HMIC FRS Advisory Board praised the project and programme plans, and PMO governance. They also reported tangible improvements of preventative and protective measures. Further praise was received regarding the accelerated pace of mitigating the risk to public safety. The IAP concluded the demonstration of the progress to date leads them to believe that the steps that WSFRS have taken to improve the service are significant. It will undoubtedly take time to fully embed the improvements, and the service has a clear plan in place to do so. It was therefore concluded to close the Independent Advisory Panel.	5	3	15	Aug-21
			2. Corporate Governance Inspection																
			3. Legal implications of not delivering statutory services																
			4. Increased risk harm																
CR61	A 'serious incident' occurs resulting in the death or serious injury of a child where the Council is found to have failed in their duty to safeguard, prevent or protect the child from harm.	Executive Director of Children, Young People and Learning	1. The Council would have let children down and as a result our reputation and credibility would be significantly damaged.	Jun-19	5	5	25	Treat	5	2	10	Implement Practice Improvement Plan (PIP). Improvement Plans include management development and HCC intervention.	Executive Director of Children, Young People and Learning	Ongoing	Improvement activity continues to be embedded within the social work teams. The management assessment programme is now being implemented with all Service Leads being assessed by the end of January. The full programme of assessments will be completed by mid-May 2021. Statutory performance continues to improve but there is still inconsistency across the service. The service continues to work with our improvement partners (HCC) to deliver ongoing improvement activity across children’s social care. The service remains under close scrutiny from the independent Improvement Board and the statutory regulator, Ofsted.	5	3	15	Jul-21
			2. Subject to investigation and further legal action taken against the Council.									Provide proactive improvement support to services to assure effective safeguarding practices.	Executive Director of Children, Young People and Learning	ongoing	All improvement activity is overseen and supported by the dedicated Practice Improvement team who report regularly to DLT and the Improvement Board. We continue to revise and improve practice guidance, policy and practice on an ongoing basis. Areas of further development have been identified from the latest Ofsted focused visit and they form a focus for the next phase of the improvement work.				
			3. Immediate inspection and Government intervention.																
CR65	The review of corporate leadership, governance and culture recommended in the Children’s Commissioner’s report is not fully undertaken or effectively implemented leading to a lack of necessary improvement and further service failures or external intervention.	Chief Executive	1. Service failure	Dec-19	5	4	20	Treat	3	2	6	Completion of improvement plan scoping phase.	Chief Executive	Apr-21	(See CR7)	4	2	8	May-21
			2. External intervention									Develop plan to stabilise senior leadership team.	Chief Executive	Apr-21	Identifying actions to reduce risk of senior leadership churn.				
			3. Poor value for money									Engage with external partners (including LGA) to scope and deliver Leadership development for Cabinet and Senior Officers.	Director of Law & Assurance	Apr-21	Member Development Plan approved by Council December 20 and in Reset Plan Feb 21. Leadership support activity scoped and plan settled.				
												Implementation of governance changes as approved by Council (17.12.19)	Director of Law & Assurance	Apr-21	Those for immediate implementation are complete. Others scheduled to meet Councils decision.				

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score	
CR66	Due to difficulties in recruiting and retaining suitably qualified and experienced Approved Mental Health Professionals (AMHP) and the increase in demand due to COVID-19, there is a risk that the Council will not carry out their statutory role under the Mental Health Act 1983 (amended 2007) due to being unable to meet the demand for mental health assessments.	Executive Director of Adults and Health	1. Increased risk of death or serious injury.	Jan-20	5	5	25	Treat	5	2	10	Development and implementation of new AMHP model (in partnership with the CCG and Sussex Partnership Foundation Trust (SPFT)).	Head of Adult Operations	ongoing	New structure for AMHP service (Hub and Spoke model) approved and implemented as of 1 Jan 21, but requires further embedding to be effective. Operational budget in place. Recruitment and retention challenges currently being mitigated by using locum staff (locum's funded within operational budget).	5	3	15	May-21
			2. WSCC subjected to legal action on behalf of customer or through employment tribunal.									Recruitment of AMHP's to support with current demand.	Head of Adult Operations	ongoing	12 month retention payment implemented. Additional AMHP allowance for Hub staff in process.				
			3. Wider impact on health and social care system through delays in carrying out assessments.									Recruitment of internal staff to temporarily support current demand and recruitment and retention issues	Head of Adult Operations	Apr-21	AMHP training courses for staff underway, however throughput of qualified staff slowed due to COVID-19. Funding obtained through Learning and Development budget.				
CR69	If the council fail to make the necessary improvements to progress from the previous 'inadequate' rating, there is a risk that children's services will fail to deliver an acceptable provision to the community.	Executive Director of Children, Young People and Learning	1. A child is exposed to dangers which could cause harm.	Mar-20	5	5	25	Treat	5	3	15	Deliver Children First Improvement Plan.	Senior Improvement Lead	ongoing	The Children First Improvement Plan has been developed to incorporate three key pillars to ensure an improved level of service: Pillar 1 - Everyone knows 'what good looks like'; Pillar 2: Creating the right environment for good social work to flourish; Pillar 3 : Deliver an Improved Service Model. The programme is being implemented and is on target as outlined in the Transformation Programme summary.	5	4	20	Jul-21
			2. Significant reputational damage.									Continue to work with Hants CC as a partner in practice to improve the breadth of children's service.	Executive Director of Children, Young People and Learning	ongoing	The phase 2 workstream improvement action plan, which is jointly developed by WSCC and HCC is being progressed. Regular steering group to track and monitor progress and report into the into Improvement Board.				
			3. Reduced confidence by residents in the Councils ability to run children's services.									Implement the Children First Service transformation model	Children First Transformation Director	ongoing	Family Safeguarding model redesign to ensure practice improvements are sustainable and embedded to provide a good level of service is being progressed and is meeting its milestones for implementation.				
			4. Legal implications through non-compliance or negligence.																

Capital Programme 2020/21 – 2024/25

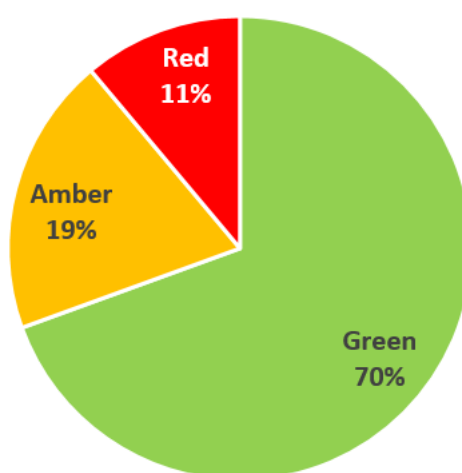
2020/21 Quarter 3 Performance Report



1. Pipeline

- 1.1 Projects that remain in a development stage are considered to be in the pipeline of the five-year capital programme. A standard approach towards developing demand from service asset strategies into deliverable projects includes two key gateway stages:
- Viability – where desktop studies identify the art of the possible, in order to scope an early long-list of options,
 - Feasibility – where a shortlist of options is selected for further study.
- 1.2 Following these stages, an options appraisal is considered via a business case and processed in accordance with approval capital governance. If considered a priority, a preferred option is progressed for delivery stages of design and construction.
- 1.3 The Capital Programme Office (CPO) is currently monitoring the development of 36 programmes and projects in the Pipeline Stage. At the end of December 2020, four projects reported red, indicating that significant issues in project development required consideration of the projects' deliverability. seven projects reported amber, indicating that there was uncertainty regarding completion of the next stage of the project's development.

Pipeline by RAG Status – December 2020



- 1.4 A summary of projects in Pipeline Stages where there are issues or uncertainty is set out in the table below:

Pipeline				
Project	Location	Gateway Clearance Planned	Current Profile	Notes
Adults Residential Services Phase 1	Various	September 2020	Red – April 2021	Delay bringing forward Strategic Outline Case following Covid-19 disruption

NHS Capital Grants – Boundary Close 1 and 3	Worthing	Nov 20	Red – April 2021	Service review of priority use delayed due to Covid-19 pressures
Children’s Residential Phase 2 – x3 Children’s Care Homes	Various	October 2020	Green - decision now taken	Covid-19 related delays in programme development of feasibility studies. Decision taken 6 January 2021
Burgess Hill Place and Connectivity Programme – Church Walk	Mid Sussex	December 2020	Amber - April 2021	Further design required following public engagement. Decision anticipated April 2021
Burgess Hill Place and Connectivity Programme – Victoria Park	Mid Sussex	December 2020	Amber - April 2021	Further design required following public engagement. Decision anticipated April 2021
Chichester Growth Programme – Relocation of Hockey Pitch	Chichester	April 2020	Red - TBC	Dependency on delivery-stage demolition of school site, currently paused post-Planning approval
Bognor Regis Enterprise Centre	Arun	July 2020	Red - TBC	Project not viable as proposed due to higher than expected land value and build cost. Options being considered
Brookhurst Wood – Site HA	Horsham	TBC	Amber TBC	Strategic review of Waste Contract due in Spring 2021. Negotiations with contractor progressing
Electric Vehicle Chargers	Various	Sept 21	Amber TBC	Procurement issues leading to reconsideration of delivery route

1.5 The following projects have been removed from the pipeline of proposed projects:

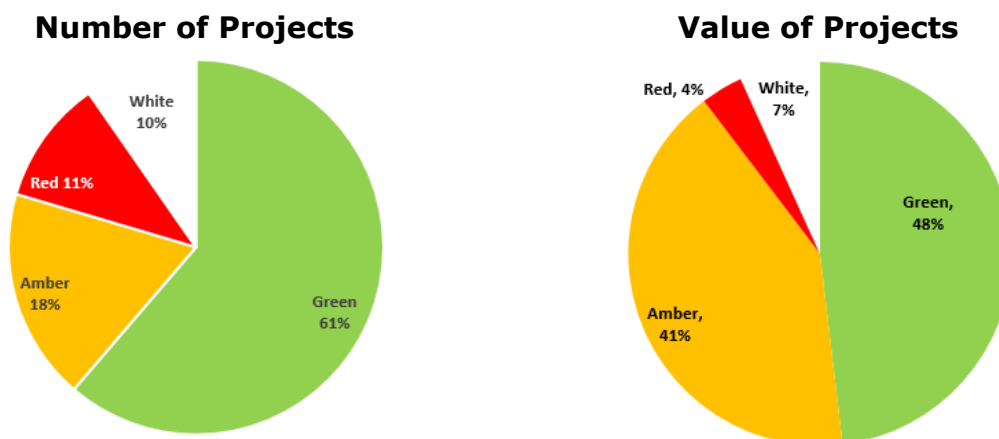
Projects Removed from Pipeline 2021/22		
Project	Location	Notes
Basic Need – Barnham Primary School	Arun	Project not viable, alternative site for provision of additional places in the area to be considered
SEND Strategy – SSCs - Midhurst area	Chichester	Project not viable, alternative provision for SEND places in the area to be considered

Hobbs Field	Horsham	Project initially brought forward as OPE enabler and part of Adults Residential Strategy. OPE opportunities not being pursued further, Adults strategic requirements subject to review. Project removed.
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2. 2020/21 Delivery

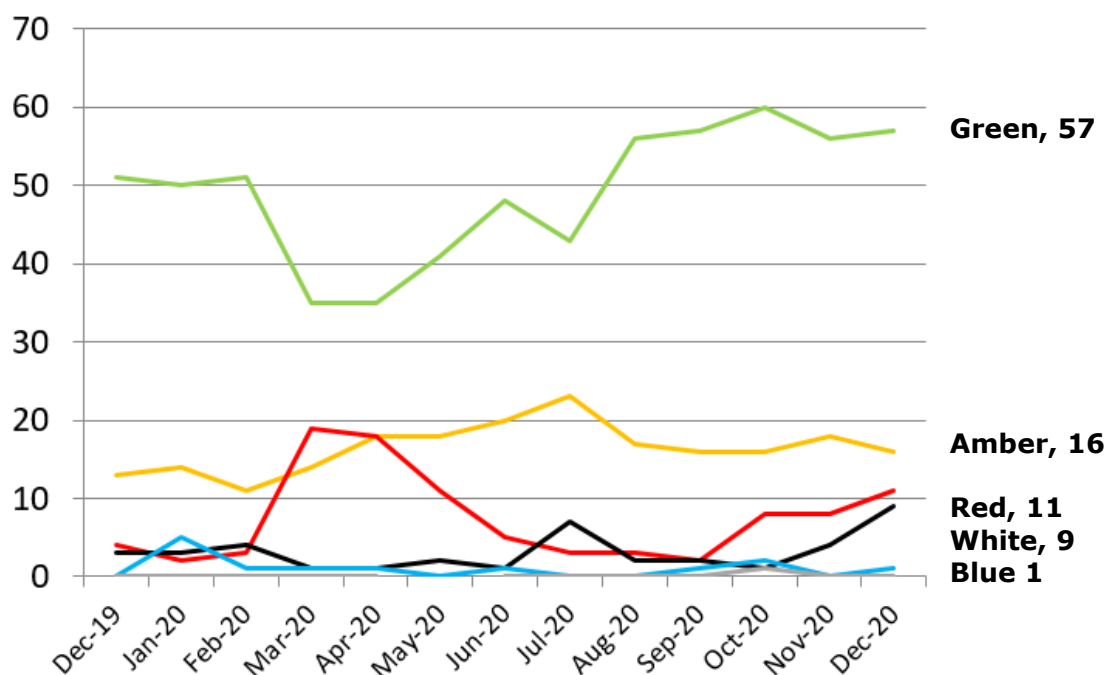
- 2.1 Projects that are in design or construction phase, are considered to be in Delivery. Each project in delivery is subject to monthly highlight reporting. Project Managers produce highlight reports that are scrutinised by a technical officer "Hub" and a summary and analysis is presented in this report.
- 2.2 The highlight reports provide a colour-coded rating for each project as follows:
- **GREEN** - the project is reporting to plan
 - **AMBER** - there is an issue having an effect on the project, but that it can be dealt with by the project manager or project delivery team
 - **RED** - there are significant issues with the project, requiring corrective action
 - **WHITE** - no highlight report was submitted
 - **BLUE** - a project had reached practical completion
 - **GREY** - a project has been withdrawn from the programme
- 2.3 At the end of December, 57 projects in delivery were rated **GREEN**. 16 were rated at **AMBER**. Eleven were rated as **RED**. Nine projects did not produce a highlight report and have been reported as **WHITE**.

Projects by RAG status, December 2020



- 2.4 The graph below sets out monthly RAG statuses over the previous year:

13-Month Rolling Monthly Actual Number of Projects in Delivery by RAG status to December 2020



2.5 No highlight report was received for the following projects:

- No.2 Boundary Close – Adults – construction complete, resolution to grant funding claim expected before project closure, service focused on Covid-19 response
- Felpham Community College – Education – main construction works complete, defects works being addressed, no reason given for lack of highlight report
- S106 Improvement Programme – Education – project recently approved, highlight reports received from January 2021
- S106 Forest School All Weather Pitch design stage – Education - project recently approved, highlight reports received from January 2021
- S106 Slinfold Modular design stage – Education - project recently approved, highlight reports received from January 2021
- S106 Tanbridge School All Weather Pitch design stage – Education - project recently approved, highlight reports received from January 2021
- Accessibility Improvement Programme – Property and Assets – service focused on Covid-19 response
- A259 Bognor Regis to Littlehampton Corridor Improvement – Highways – documentation missed in alignment with new reporting methods

- Haywards Heath South Road (East and West) – Highways – documentation missed in alignment with new reporting methods

2.6 A summary of all projects is set out by portfolio in Appendix A. The table below sets out the projects rated **RED** at the end of December, the action being taken to address the issues and a CPO assessment of the impact on the project outcomes:

Scheme	RAG at 31 Dec	Reason	Impact	Updated position at 1 March 2021	
				Updated RAG	Latest Update
Demolition of Vacant Buildings – CHSB	Red (10)	Delay caused by ecological survey and asbestos findings leading to funding window not being met. Project to be completed to outcome of Planning	High (time)	RED	Planning approved, options for progressing the project being considered
Edward Bryant School – Special Support Centre	Red (3)	Programme to be revised following delay in approvals. Kick-off works progressing.	Low (time)	RED	Revised programme awaited – expected to be no impact on delivery timescale
Felpham Community College Special Support Centre	Red (3)	Programme to be revised following delay in approvals. Works mobilising.	Low (time)	RED	Revised programme awaited – expected to be no impact on delivery timescale
Ifield Community College Special Support Centre	Red (3)	Delivery programme to be set and managed by PFI contractor.	Low (time)	RED	Initial meeting held with PFI provider, awaiting indicative programme
Maidenbower Infants Special Support Centre	Red (3)	Project dependent on decision on future use of the Children and Family Centre.	High (time)	RED	Decision required to enable completion for September 2021
Parklands	Red (32)	Further defects discovered following acoustic testing.	High (quality)	RED	

		Scope and impact to be assessed			
QEII Silver Jubilee School	Red (3)	Design process delayed due to information missing from surveys and access issues	Med (time)	AMBER	Completion anticipated November 2021. Expansion accommodates existing pupils on roll, therefore no impact on places for September 2021
S106 Lindfield Primary School	Red (1)	Occupation required from September 2021, delivery requires fast-track programme and budget increase to mitigate risk	High (time)	RED	Change Request to add contingency funding to mitigate risk pending decision in March
Whitehouse Farm West of Chichester Primary School	Red (1)	Delay due to revised design requirement following planning	Low (time)	GREEN	Revised planning application to be submitted by the developer
Carbon Reduction	Red (2)	Parkside Combined Heat and Power unit remains non-operational	Med (quality)	RED	Proposal to align with boiler replacement works subject to confirmation
Worthing Community Hub	Red (1)	Delay and additional cost due to required ventilation works	Med (time/cost)	GREEN	Additional budget and timeline approved

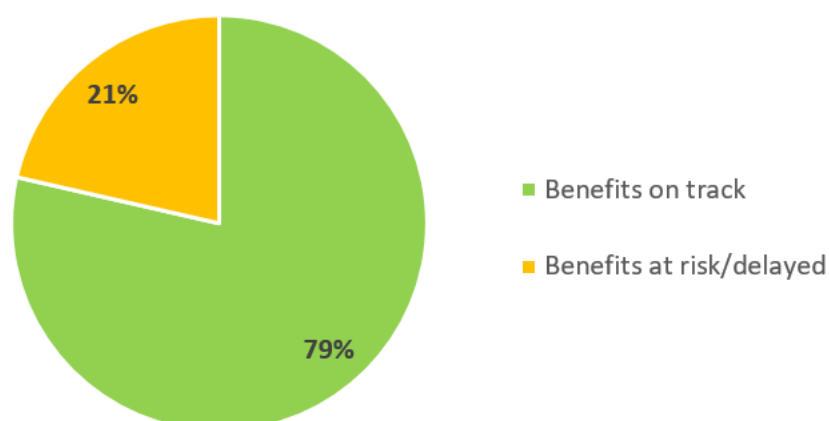
2.7 At the end of December, three projects had been completed in 2020/21:

April		
Project	Location	Description
Downslink	Various	Programme of improvements to the Public Rights of Way network
June		
Project	Location	Description
SEND Strategy - Herons Dale	Adur	Development of courtyard area to provide facilities enabling additional five pupils
September		

Project	Location	Description
Ifield Community College	Crawley	Provision of additional equipment to enable additional places to be taken up to cover a one-year bulge class
December		
Project	Location	Description
Manor Green SEND Strategy	Crawley	Extension to provide 36 additional SEND primary places

3. 2020/21 Benefits

- 3.1 Benefits are the positive outcomes that a project/ programme delivers, which justify the investment and contributes towards one or more organisational objectives.
- 3.2 Approved projects are required to identify at least one benefit to be tracked throughout the lifecycle of the investment and beyond project closure. Project benefits and measures are identified in each project's Full Business Case, along with review dates for monitoring their delivery and the benefit owners. The delivery of benefits is scrutinised by the service-specific officer "Hub" and progress is reported to the Capital and Assets Board.
- 3.3 The Benefits Tracker is currently monitoring 71 benefits to be delivered between now and March 2045.
- 3.4 A RAG rating is provided for each of the benefits:
 - **BLUE** – benefits have been delivered
 - **GREEN** – benefits remain on track to be delivered
 - **AMBER** – benefits will still be delivered but may be delayed, reduced or there may be unexpected disbenefits
 - **RED** – benefits have not been delivered as anticipated
 - **GREY** – benefits have been withdrawn from the tracker
- 3.5 Of the benefits remaining in the tracker at the end of December, 55 were reported to be on track for planned delivery, 15 were reported as delayed or "at risk".

Benefits by RAG status – December 2020

3.6 A summary of the projects where the benefit is reported reduced or at risk is set out below:

Project	Location	Status	Issue	Benefit Outcome Status
A285 Road Safety	Chichester	AMBER AT RISK	Change in reporting methodology by Sussex Police likely to influence performance against target	AMBER
Bognor Regis Creative Hub	Arun	AMBER DELAYED	Employment space benefit delayed following Covid-19 site restrictions	BLUE (delivered)
		AMBER DELAYED	Ultrafast digital capacity benefit delayed following Covid-19 site restrictions	BLUE (delivered)
NHS Capital Grants No.2 BC	Worthing	AMBER AT RISK	Inflationary uplifts on care and support costs and changes to support requirements reducing savings benefit	AMBER
East Preston Junior School	Arun	AMBER UNDER REVIEW	Uptake of new places, 2020/21 pupil admissions data showing reduced PAN against 2019/20. Full realisation planned for September 2022	GREEN (96.6%)
Felpham College	Arun	AMBER DELAYED	Confirmation of new places delivered required	GREEN
Forest School	Horsham	AMBER UNDER REVIEW	Uptake of new places, pupil admissions data showing PAN 82%, against target of 95% with full realisation planned for September 2022	AMBER

Flintstone Centre Alternative Provision	Arun	AMBER AT RISK	Improved pupil attendance/ engagement in formal education	AMBER
		AMBER	Revenue savings likely to be slightly less than planned	AMBER
Gigabit	Various	AMBER AT RISK	Revenue savings to be reviewed – expected to be slightly lower than planned	AMBER
Schools Solar PV (full benefits due to mature 2044)	Various	AMBER AT RISK	Currently 81% of Planned renewable energy target realised	AMBER
			Currently 51% of planned revenue income realised	AMBER
			Currently 70% of schools savings realised	AMBER
Shelley Primary School	Horsham	AMBER	Construction delay due to Covid-19 resulting in delay in delivery	GREEN
The Meads School, East Grinstead	Mid Sussex	AMBER AT RISK	Uptake of new places, pupil admissions data showing PAN 82%, against target of 95% with full realisation planned for September 2022	GREEN (96.4%)

3.7 A summary of the benefits closed in 2020/21 is set out in the table below:

May		
Project	Location	Benefit
Ifield Community College	Crawley	Take-up of places in bulge class – benefit achieved
Windmills Junior	Mid Sussex	Take-up of places in bulge class – benefit achieved
September		
Children Looked After	Chichester	Revenue savings target from internal provision for Children Looked After – benefit achieved
Electric Vehicles	Various	Cost of electric vehicles exceeds that of petrol fleet vehicles – benefit not achieved

4. Risk

4.1 The capital programme risk register sets out the key risks to the delivery of the programme and significant risks to individual projects. The capital programme risk register sets out programme risks being managed by the

Capital and Assets Board and project risks, which are managed by the appropriate service.

- 4.2 The Capital Programme Office is currently managing 14 programme risks and reporting 12 project risks managed by services.

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Capital Programme Performance Report

Quarter Three 2020/21

1. Performance by Portfolio

- 1.1 Each of the capital programme projects in delivery is required to submit a highlight report on a monthly basis to consider progress towards delivering the outputs against time, cost and quality. Summaries of the highlight reports by portfolio are available as background papers. At the end of December 2020 there were 11 red highlight reports, 16 amber and 57 green. The performance of project by individual Cabinet Member portfolio is set out below.

2. Adults and Health

- 2.1 Four projects submitted highlight reports at the end of December, all of which were rated green, indicating that the project is reporting to plan. No highlight report was received for No.2 Boundary Close, resulting in the project being rated WHITE.

3. Children and Young People

- 3.1 Three projects submitted highlight reports at the end of December. All were rated at green, indicating that the projects are reporting to plan.

4. Economy and Corporate Resources

- 4.1 Eleven projects submitted highlight reports at the end of December. Seven of the schemes in delivery were rated green, indicating that the project is reporting to plan. Three were rated amber, indicating that there is an issue having an effect on the projects, but that it can be dealt with by the project manager or project delivery team. One was rated as red, indicating that there are significant issues with the project, requiring corrective action.

Scheme	RAG at 31 December	Reason	RAG at 1 March	Updated Position
Burgess Hill Place and Connectivity Programme	AMBER	Delay to design of Church Walk and Victoria Park projects due to requirement for further public engagement	AMBER	
Crawley Eastern Gateway	AMBER	Delay due proposed additional design and change of scope. Cost and programme impact being assessed. Change Request expected	AMBER	
Demolition of vacant buildings – Chichester High School	RED	Delay caused by ecological survey and asbestos findings leading to funding window not being met. Project to be completed to outcome of Planning	RED	Planning approved, options for progressing the project being considered
West Sussex Gigabit	AMBER	Final works delayed - anticipated to complete during January	BLUE	Project complete and closed

5. Education and Skills

- 5.1 24 projects submitted highlight reports at the end of December. Thirteen of the schemes in delivery were rated green, indicating that the project is reporting to plan. Three were rated at amber, indicating that there is an issue having an effect on the projects, but that it can be dealt with by the project manager or project delivery team. Eight were rated as red, indicating that there are significant issues with the projects, requiring corrective action. One project was completed at Manor Green Primary, with 36 additional SEND places provided. No highlight reports were received for Felpham Community College (Amber for January), S106 Improvement Programme, S106 Forest School All Weather Pitch design stage, S106 Slinfold Modular design stage, S106 Tanbridge School All Weather Pitch design stage, resulting in the projects being rated WHITE.

Scheme	RAG at 31 December	Reason	RAG at 1 March	Updated Position
Edward Bryant School	RED	Programme to be revised following delay in approvals. Kick-off works progressing	RED	Revised programme awaited – expected to be no impact on delivery timescale
Felpham Community College - Special Support Centre	RED	Programme to be revised following delay in approvals. Works mobilising.	RED	Revised programme awaited – expected to be no impact on delivery timescale
Ifield Community College PFI - Special Support Centre	RED	Delivery programme to be set and managed by PFI contractor.	RED	Initial meeting held with PFI provider, awaiting indicative programme
Maidenbower Infants - Special Support Centre	RED	Project dependent on decision on future use of the Children and Family Centre.	RED	
Nyewood CoE School	AMBER	Main extension works reprogrammed as a result of Covid-19 illness and isolation. Revised timescales to be confirmed.	AMBER	Completion expected during March
Parklands Primary	RED	Further defects discovered following acoustic testing. Scope and impact to be assessed.	RED	
QEII Silver Jubilee School	RED	Design process delayed due to information missing from surveys and access issues. Current programme delay of three weeks.	AMBER	Completion anticipated November 2021. Expansion accommodates existing pupils on roll, therefore no impact on places

				for September 2021
S106 Lindfield Primary - Design Stage	RED	Occupation required from September 2021, delivery requires fast-track programme and budget increase to mitigate risk	RED	Change Request to add contingency funding to mitigate risk pending decision in March
Safeguarding programme	AMBER	Planning issue with Flintstones Centre leading to potential cost pressure, subject to Change Request. Change Request required to add schools and S106 contributions to budget	AMBER	Additional funding from S106 and school contributions to be added to the budget to fund increased cost/scope
Southwater Infants and Junior	AMBER	Sectional completion issued during December. Outstanding works due to be completed April 2021	GREEN	New units now occupied. Demolition of existing units planned for April
White House Farm (land West of Chichester Primary School	RED	Delay due to revised design requirement following Planning.	GREEN	Revised planning application to be submitted by the developer

6. Environment

- 6.1 Eight projects submitted highlight reports at the end of December. Six of the schemes in delivery were rated green, indicating that the project is reporting to plan. Two were rated at amber, indicating that there is an issue having an effect on the project but that it could be dealt with by the project manager or project delivery team.

Scheme	RAG at 31 December	Reason	RAG at 1 March	Updated Position
Crawley Homes Solar PV Bird Protection	AMBER	Final property to complete January 2021.	AMBER	Completion delayed due to issues accessing the final property to undertake works
Schools Solar PV Installation	AMBER	Quality issues with one installer leading to delay, additional cost and reduction of benefits. Completion of delivery programme remains at end of March 2021.	AMBER	

7. Finance

- 7.1 Six projects submitted highlight reports at the end of December. Three of the schemes in delivery were rated green, indicating that the project is reporting to plan. Two were rated at amber, indicating that there is an issue having an effect on the projects, but that it can be dealt with by the project manager or project delivery team. One was rated as red, indicating that there are significant issues with the project, requiring corrective action. No highlight report was received for Accessibility Improvement Programme, resulting in the projects being rated WHITE.

Scheme	RAG at 31 December	Reason	RAG at 1 March	Updated Position
Carbon Reduction	RED	Parkside Combined Heat and Power unit remains non-operational. Other projects on track.	RED	Proposal to align with boiler replacement works subject to confirmation
Minor Asset Improvements Programme	AMBER	Delays to various schemes as a result of Covid-19 affecting access.	AMBER	
Willow Park Relocation	AMBER	Delay and potential cost due to opportunity to increase benefits with additional racking storage space,	GREEN	Change Request approved

		subject to Change Request		
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8. Fire and Rescue and Communities

- 8.1 Five projects submitted highlight reports at the end of December. Four of the schemes in delivery were rated green, indicating that the project is reporting to plan. One was rated as red, indicating that there are significant issues with the project, requiring corrective action.

Scheme	RAG at 31 December	Reason	RAG at 1 March	Updated Position
Worthing Community Hub	RED	Delay and additional cost as a result of required ventilation works.	GREEN	Additional budget and timeline approved

9. Highways and Infrastructure

- 9.1 23 projects submitted highlight reports at the end of December. 17 of the projects in delivery were rated green, indicating that the project is reporting to plan. Six were rated as amber, indicating that there is an issue having an effect on the projects but that it can be dealt with by the project manager or project delivery team. No highlight reports were received for A259 Bognor Regis to Littlehampton and Haywards Heath South Road, resulting in the projects being rated WHITE.

Scheme	RAG at 31 December	Reason	RAG at 1 March	Updated Position
A2300 Corridor Improvement – Design Stage	AMBER	Homes England delay in securing Section 278 agreement for Northern Arc roundabout impacting dependent A2300 construction programme. Mitigation proposal being developed	GREEN	New programme dates agreed
A259 Corridor Improvements	AMBER	Contractor unable to meet timetable for works – work taking place to mitigate impact	GREEN	New programme dates agreed
A284 Lyminster Bypass	AMBER	Additional costs to due to Covid-19 being determined.	GREEN	Budget reset to accommodate

				increased costs due to Covid-19
A29 Realignment	AMBER	Delay in planning application submission due to negotiations regarding land allocations.	AMBER	
LED Streetlight Conversion	AMBER	Delay due to shortage of specialist parts. Detailed delivery programme to be developed.	AMBER	Stage 2 contract requires renegotiation. Approach agreed, confirmation required
Midhurst Depot	AMBER	Environment Agency requirements beyond budget. Alternative options being considered	AMBER	Alternative options presented to service, pending assessment

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